

3rd ICA-MAFF (Japan) Training Course on 'Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia - 2019'

Thailand – Japan: February 02 to March 18, 2020



COURSE REPORT

ICA-02657



ICA-MAFF (JAPAN) TRAINING COURSE ON
**FOSTERING LEADERS FOR MANAGEMENT
AND DEVELOPMENT OF AGRICULTURAL
COOPERATIVES IN ASIA – 2019**
THAILAND – JAPAN

February 02 to March 18, 2020

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COURSE REPORT



International
Co-operative
Alliance
Asia and Pacific

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New Delhi-110066, India

**Report of the
ICA-MAFF (Japan) Training Course on
Fostering Leaders for Management and Development
of Agricultural Cooperatives in Asia-2019
Thailand – Japan**

February 02 to March 18, 2020

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REPORT

of the ICA-MAFF (Japan) Training Course on
**Fostering Leaders for Management and Development
of Agricultural Cooperatives in Asia-2019**

Thailand-Japan

February 02 to March 18, 2020

Submitted to

The Ministry of Agriculture, Forestry and Fisheries-MAFF
Government of Japan

By

The International Co-operative Alliance
June 2020



Preface

I am pleased to present the Report of the ICA-MAFF (Japan) Training Course on, “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-FY2019,” held in Thailand and Japan from February 02 to March 14, 2020.

The International Cooperative Alliance [ICA] expresses its appreciation and gratitude to the Ministry of Agriculture, Forestry and Fisheries [MAFF], Government of Japan, for their generous financial assistance. We are thankful to the Central Union of Agricultural Cooperatives of Japan (JA-Zenchu), and the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, for their active support in the execution of this important training course.

The ICA wishes to convey its sincere thanks to the Cooperative League of Thailand (CLT), the Cooperative Promotion Department of Thailand (CPD), and other collaborating agencies and institutions for their assistance, advice, guidance and logistic support in the successful implementation of this training program.

The ICA takes this opportunity to thank its member organizations and/or the Ministries of the Governments in Bhutan, Cambodia, Lao PDR, Kyrgyzstan, Nepal and Sri Lanka for sponsoring suitable candidates to the training program. The overall objective of the training is to assist fostering of agricultural cooperatives, including farmers’ organizations to boost agricultural production and increasing farmers’ income through the development of agriculture as the main industry in Asia. I am sure, the participants, after the training, will help to significantly develop agricultural cooperatives as well as enhance the human resource base in their respective countries.

The ICA is extremely grateful to Mr. Hirofumi KOBAYASHI, Executive Director, IDACA, and his staff for conducting Part-II of the program at IDACA, organizing study visits to important agricultural cooperatives in Japan and taking good care of the participants. The threat of coronavirus in Japan, forced the cancellation of study visits to Kanagawa and Fukuoka prefectures. However, IDACA arranged an interaction with the officials of JA Yokohama through video conferencing and Mr. Takeshi USUI briefed the participants about the second field visit to JA Fukuoka Prefectural Union. These briefings enabled the participants to learn about the successful agricultural cooperatives at the primary, prefectural and national level in Japan.

I would like to commend the efforts made by my colleagues in the Asia-Pacific office, especially, Mr. Balasubramanian (Balu) Iyer, Regional Director, and Mr. Ashok Kumar Taneja, Project Coordinator, in organizing and satisfactorily conducting this training program.

Bruno Roelants
Director-General

International Cooperative Alliance [ICA]
Brussels, Belgium

June 2020



Foreword

It is with great pleasure and satisfaction, we submit the Report of the ICA-MAFF (Japan) Training Course on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-2019.” The focus of the training course was on the basics of organizing agricultural cooperatives, better understanding of organizational management and ways of improving business systems. The classroom training was reinforced with visits to successful agricultural cooperatives and supporting institutions in Thailand. Due to the COVID-19, field visits in Japan could not take place and instead, the participants were briefed about the cooperatives, through video conference by the office bearers of the JAs and by Mr. Takeshi USUI of IDACA.

I would like to take this opportunity to express my sincere thanks to the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, for their financial support; and JA-ZENCHU and IDACA for their active collaboration to ensure successful implementation of this training course. My special thanks to Mr. Hirofumi KOBAYASHI, Executive Director, IDACA and his able staff for supporting and taking care of the participants during their stay in IDACA.

I would like to extend my gratitude to the Cooperative League of Thailand (CLT) and the Cooperative Promotion Department (CPD) of Thailand, for making Part-I of the program a grand success. My sincere thanks and gratitude to our member-organizations and the Ministries of the Governments in Asia-Pacific Region for nominating suitable candidates for the training program.

I would like to thank my colleague, Mr. Ashok Kumar Taneja, Project Coordinator of the training course, for his hard work and successfully handling the training course.

A handwritten signature in black ink, appearing to read 'Balasubramanian (Balu) G. Iyer'.

Balasubramanian (Balu) G. Iyer
Regional Director
[Asia and Pacific]

International Cooperative Alliance - Asia and Pacific
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New Delhi-110066. India

June 2020

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Acronyms

AC	Agricultural Cooperative
ASEAN	Association of Southeast Asian Nations
BAAC	Bank of Agriculture and Agricultural Cooperatives
BE	Buddhist Era
BPAC	Business Participatory Approach in Cambodia
CLT	Cooperative League of Thailand
CLMV	Cambodia, Lao PDR, Myanmar, Vietnam
CPD	Cooperative Promotion Department
CAD	Cooperative Auditing Department
CAI	Cooperative Academic Institute
CUK	Cooperative Union of Kyrgyzstan
DAMC	Department of Agricultural Marketing and Cooperatives
EU	European Union
FVC	Food Value Chain
GAP	Good Agricultural Practices
GDP	Gross Domestic Product
HCA	Home Country Assignment
ICA	International Cooperative Alliance
ICA-AP	International Cooperative Alliance – Asia and Pacific
IDACA	Institute for the Development of Agricultural Cooperatives in Asia
IFFCO	Indian Farmers Fertilizer Cooperative Ltd.
IUU	Illegal, Unreported, Unregulated
JA	Japan Agricultural Cooperative
JA W.A.	JA Women's Associations
JA-Zenchu	Central Union of Agricultural Cooperatives
JCA	Japan Cooperative Alliance
JICA	Japan International Cooperation Agency
JMB	Joint Marketing Business
MAFF	Ministry of Agriculture, Forestry and Fisheries
MOU	Memorandum of Understanding
ODA	Official Development Assistance
OTOP	One Tambon One Product
PC	Packaging Centre
R&D	Research and Development
SDGs	Sustainable Development Goals
SE	Social Enterprise
SEP	Sufficiency Economy Philosophy
SME	Small and Medium Enterprises
TAC	Team for Agricultural Coordination
VCD	Value Chain Development

REPORT OF THE ICA-MAFF (JAPAN) TRAINING COURSE ON “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia FY 2019”

Thailand-Japan: February 02 to March 18, 2020

COURSE REPORT

Introduction

The International Co-operative Alliance (<http://www.ica.coop>) is a non-profit international association, established in 1895 to advance the cooperative social enterprise model. The ICA is the apex organization for cooperatives worldwide, representing 311 members across 109 countries (figures as of Feb. 6, 2020). The members of the ICA are national-level cooperative federations and individual cooperative organizations.

The International Cooperative Alliance (ICA) works with global and regional governments and organizations to create legislative environments that allow cooperatives to form and grow. Towards media and public, the ICA promotes the importance of cooperatives' values-based business model.

Yearly, the ICA publishes the World Cooperative Monitor (<http://www.monitor.coop>), the index of the world's largest cooperative and mutual enterprises. The Monitor demonstrates the economic impact of cooperative enterprises worldwide. The 2019 World Cooperative Monitor collates data for 4,575 cooperatives and mutuals (1,152 from Europe, 3,218 from the Americas, 197 from Asia-Pacific, and 8 from Africa) from 10 different sectors. **The top 300 cooperatives and mutuals report a total turnover of over two trillion USD (2,034.98 billion USD) based on 2017 financial data.**

The world's top 300 cooperatives and mutuals operate in various economic sectors, but this year's results show an increased presence of the insurance sector in the Top 300: insurance accounts for 39%; agriculture 31.7%; wholesale and retail trade 17.7%; banking and financial services 7%; industry and utilities 1%; and health, education and social care 1%.

Operating from a global office in Brussels, Belgium, the ICA is organised with four Regional Offices (Europe, Africa, the Americas, and Asia-Pacific), and eight Sectoral Organisations (Banking, Agriculture, Fisheries, Insurance, Health, Housing, Consumer Cooperatives, and Worker Cooperatives).

The ICA enjoys Category-I Consultative Status with the United Nations Economic and Social Council (UN/ECOSOC) and has active working relations with the UN and other international organizations. The year 2012 was declared as International Year of Cooperatives by the United Nations (UN).

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 109 national-level cooperative organizations and individual cooperative organizations from 32 countries, representing over 500 million cooperative members. Main activities include Coordination of cooperative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of the establishment and development of national cooperative apex organizations; and organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

Background

The ICA was earlier chosen by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan to implement its Training Project on “Strengthening Management of Agricultural Co-operatives in Asia” for 20 years beginning 1986-87. The overall objective of the training program under this Project was “to help strengthen and improve agricultural cooperatives' performance in the Asian region in order to bring about a qualitative and quantitative improvement in cooperative services to member-farmers at the grass-root levels with the ultimate objective of increasing members' income and ensuring their active participation in cooperative business”. At the end of the 20th training course (2005-2006), 291 participants from 16 countries

consisting of senior to middle-level managers responsible for the agricultural cooperative development, both men and women, had successfully participated in this program.

After the 20th training program under the theme “Strengthening Management of Agricultural Cooperatives in Asia”, a training course on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” had been developed and agreed upon for implementation through the ICA in 2006, with focus on the strengthening of farm guidance methods, joint collection, shipment, safety and improvement in the quality of farm products aimed at increasing farmers’ income as a new development for the training course.

Under this project, five Training Courses on “Enhancement of Farmers’ Income and Poverty Reduction through Cooperatives” were held between 2006 and 2010, with 12 participants in each course. The training programs were implemented by the ICA-Asia Pacific office with the collaboration of well-known institutions, e.g. the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo, Japan; the Institute of Rural Management, Anand (IRMA), Gujarat; India, Fertilizer Management Development Institute (FMDI) of IFFCO, New Delhi, India, and the ICA member-organizations.

The user-organizations in the Region have appreciated the contribution made by the MAFF and the ICA and found the program effective and useful.

In these training during the last 25 years, the participants had produced several grass-root development project proposals in the agricultural cooperative sector “aiming at enhancing the participation and income of grass-root level farmer-members”. A number of these projects have already been implemented in various countries.

Based on these achievements, a new Training Course on “**Fostering Core Leaders of Agricultural Cooperatives**” was developed and agreed upon for implementation through the ICA for three years, between 2011 and 2013, to assist fostering of the core leaders of agricultural co-operatives, who were expected to play leading roles in agricultural cooperatives and farmers’ groups that would contribute to the improvement of agricultural production and income of the farmers in the LDCs of Mekong River countries, ASEAN and the South Asian Countries. This training course focused on Human Resource Development, Agri-Coop. Business Management (farm guidance and strengthening of joint collection and shipment), Leadership and Planning, based on the discussions held between the International Cooperative Alliance [ICA], the Central Union of Agricultural Cooperatives of Japan [JA-ZENCHU] /IDACA and the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan. Two Training Programs were held each year and there were two parts in each Training Course – Part-I was held at IRMA, Gujarat (India) for about one month and Part-II was held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) for another one month.

On completion of last training course in the above series in 2013, it was decided by MAFF to extend the above training course for another three years – 2014-2016 under the **overall “Japan (MAFF)-ASEAN Project on “Strengthening Capacity Building of Developing Countries in Asia”**.

The ASEAN Member States were to promote the process of economic integration in 2015. To cope with this, Cambodia, Lao PDR, Myanmar and Vietnam (CLMV), which were lagging in developing agricultural cooperatives, needed to organize agricultural cooperatives and farmers’ groups to sustain the development of agricultural production, to secure farm households’ income by strengthening the competitive power of marketing agricultural products.

In the ASEAN Member States, Thailand is advanced in the agricultural cooperative movement, especially multi-purpose agricultural cooperatives, including credit business. Therefore, it was very relevant that Thailand took initiative in supporting the development of agricultural cooperatives in CLMV in developing mutual co-operation among the ASEAN Member States. Therefore, it was decided that Part-I of the Training course would be held in Thailand instead of India, and, as usual, Part-II of the program will be held in Japan.

Part-I of the Training Course was based on modules on basics for organizing agricultural cooperatives, better organizational management and improvement of the business system, mainly learned from successful case studies of agricultural cooperative organizations and relevant institutions in Thailand – (a) Cooperative League of Thailand (CLT); and (b) Cooperative Promotion Department (CPD).

Part-II of the Training Course was held in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA). Some of the key subjects to be covered at IDACA were – Integrated Business Management linked closely with Farm Guidance, in particular, System of Marketing Business and Methods of its promotions. Moreover, the participants were expected to finalize the Action Plans in Japan for improvement, based on the experience and the knowledge gained by them during the training course in Thailand and Japan.

Under this new series, the last Training Course on “Fostering Core Leaders of Agricultural Cooperatives-2016” was held in Thailand and Japan. Part-I of the Training Course was held in Thailand from February 26 to March 19, 2017. Part-II of the Training Course was held in Japan in collaboration with the Institute for the Development of Agricultural Co-operation in Asia (IDACA) from March 20 to April 11, 2017.

JAPAN (MAFF) – ICA Project on “Capacity Building in the Agricultural Sector in Asia and Africa (CB Project) in FY-2017”

After successful completion of the last training course in the above series, the MAFF decided to introduce a new project entitled “Capacity Building for Asian and African Regions” under the Government’s ODA Program. The term of the project would be three years. The first training course in FY 2017 was meant only for African countries. The idea for the course was to extend cooperation from Asia with its good experience for the development of agricultural cooperatives in Africa.

The Training course on “**Fostering and Improving Management of Agricultural Cooperatives in Africa-2017**” was organized by ICA-AP, in Malaysia and Japan between **12 February and 29th March 2018**. The objective of the training course for contribution to the eradication of famine and poverty was to assist fostering of farmers’ organizations, including agricultural cooperatives, for boosting agricultural production and increasing farmers’ income through the development of agriculture as the main industry in the African region. The training program was implemented by the ICA-AP with the collaboration of Cooperative College of Malaysia (CCM), and the Institute for the Development of Agricultural Cooperation in Asia (IDACA), Tokyo (Japan). The Training Course was funded by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan.

The second Training Course in the series on “**Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-2018**” was organized in **Thailand and Japan** from **5th February to 16th March 2019**. The Training Course was organized by ICA-AP in collaboration with the Central Union of Agricultural Co-operatives of Japan [JA-ZENCHU], the Institute for the Development of Agricultural Co-operation in Asia [IDACA-Japan], and the Cooperative League of Thailand (CLT) / Cooperative Promotion Department (CPD), Bangkok, Thailand. The program was funded by the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, and implemented by ICA. Nine participants from seven countries – Bhutan (1), Cambodia (1), Kyrgyzstan (2), Lao PDR (1), Maldives (1), Nepal(1) and Sri Lanka (2) participated in this training course.

Under this new series, the 3rd Training Course i.e. the current training course on “Fostering Leaders for Management and Development of Agricultural Co-operatives in Asia-2019” was held in Thailand and Japan. Part-I of the Training Course was held in Thailand from February 02 to 24, 2020. Part-II of the Training Course was held in Japan in collaboration with the Institute for the Development of Agricultural Cooperation in Asia (IDACA) from February 25 to March 18, 2020.

03 OBJECTIVES

The objective of the training course for contribution to the eradication of famine and poverty is to assist fostering of agricultural cooperatives, including farmers’ organizations for boosting agricultural production and increasing farmers’ income through the development of agriculture as the main industry in the Asian region.

04 PARTICIPANTS

A total of 06 participants (men and women) were selected from among the candidates, nominated by the ICA member-organizations/Ministries in the following countries: Bhutan, Cambodia, Kyrgyzstan, Lao PDR, Nepal and Sri Lanka.

Financial Support to the Project from the MAFF – Government of Japan

The Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan, contributed funds to the ICA/Japan Training Course-2019, which was followed by a grant for its implementation. The ICA is highly appreciative of the contribution made and grateful to the Government of Japan for this gesture.

Acknowledgements

In the implementation of the ICA/Japan Training Course in 2019, the ICA received full support and cooperation from the JA-Zenchu, the International Cooperation Division of the Ministry of Agriculture, Forestry and Fisheries [MAFF] of the Government of Japan; the Institute for the Development of Agricultural Cooperation in Asia [IDACA] in Japan; the Cooperative League of Thailand (CLT), the Cooperative Promotion Department (CPD) of Thailand and other ICA Member-Organisations in the Region. The ICA is grateful to its member-organizations.

Administrative Arrangements for the Project

Mr Ashok Kumar Taneja, Project Coordinator, ICA/Japan Training Course, was responsible for the conduct of the ICA/Japan Training Course-2019. The Training Course was coordinated and implemented by him for its full duration, under the guidance/direction of Mr Balasubramanian (Balu) G. Iyer, the Regional Director (ICA Asia and Pacific).

Part-II of the training program held in Japan at IDACA was conducted under the direction and guidance of Mr Hirofumi KOBAYASHI, Executive Director of IDACA. Mr Usui Takeshi, Training Department, was designated by the IDACA as the Program Coordinator for the Training Course of 2019.



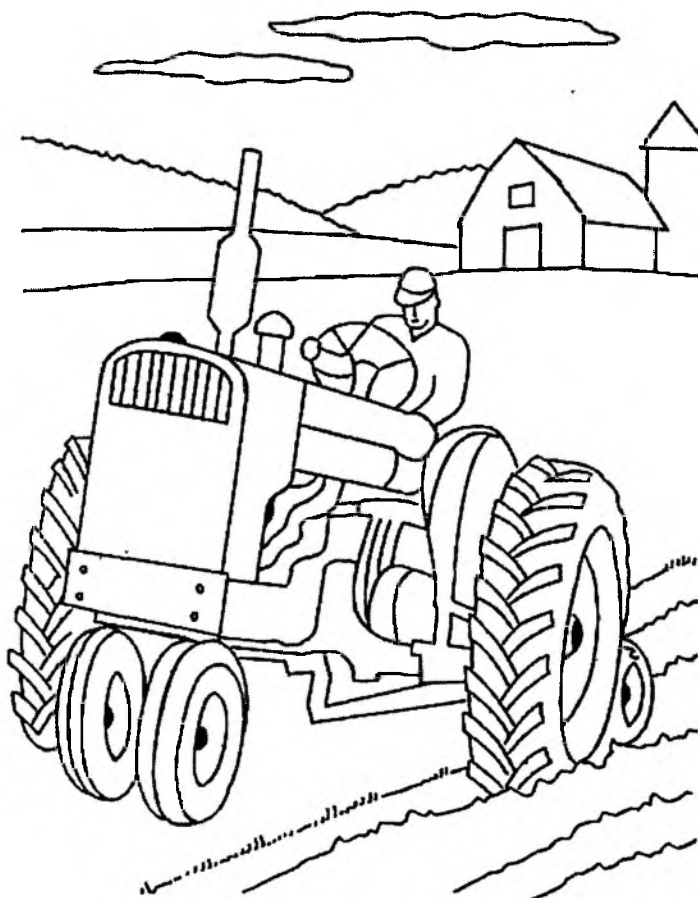
Summary of the Time Table

The following is the summary of the time-table for the Training Course of FY 2019:

Home Country Assignments (HCAs)	:	January 19 to February 01, 2020
Arrival of Participants in Thailand	:	February 02, 2020
Part-I: CLT/CPD Module in Thailand	:	February 03 to 24, 2020
Arrival of Participants in Japan	:	February 25, 2020
Part-II: IDACA Module in Japan	:	February 26 to March 13, 2020
Departure of Participants from Japan	:	March 14, 2020.

Reporting and Evaluation

The period from the end of the Training Course in Japan (March 14, 2020) to the end of June 2020 was utilized to prepare the Course Report and financial statements for submission through the ICA Secretariat in Brussels to the MAFF, Government of Japan.



SECTION – I

Executive Summary of the ICA-MAFF (Japan) Training Course on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia FY 2019”

Thailand-Japan : February 02 to March18, 2020

Course Participants:

A total of 06 participants (men and women) were selected from among the candidates nominated by the ICA member-organizations/Ministry of Agriculture, Forestry and Fisheries from the following countries – Bhutan-1, Cambodia-1, Kyrgyzstan-1, Lao PDR-1, Nepal-1, and Sri Lanka-1. A list of Course participants is placed in **Annex-II**.

After having completed their Home Country Assignments at their respective organizations and in their respective countries, all the participants met together in Bangkok, Thailand, on February 02, 2020.

Inaugural Session of Part-I of the Program:

The CLT/CPD module of ICA-MAFF (Japan) Training Course on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia 2019” was inaugurated at the CLT Training Centre, Bangkok, on February 03, 2020. **Pol. Lt. Gen. Viroj Satayasansakul, Vice-Chairman, Cooperative League of Thailand (CLT)**, formally inaugurated the program at the CLT Training Centre, Bangkok, in the presence of the following – Mr Nao Muramatsu, First Secretary, Embassy of Japan in Thailand, Mr Wiroj Pupaiboon, Director of Cooperative Technology Transfer and Development, Cooperative Promotion Department (CPD), Ministry of Agriculture and Cooperatives, Kingdom of Thailand, Mr Hirofumi KOBAYASHI, Executive Director, IDACA, Mr Vijit CHAROJORN, Dy. Executive Director, CLT and Mr A.K. Taneja, Project Coordinator of ICA-AP, New Delhi, India. Mr Satayasansakul extended a warm welcome to all the participants to Thailand. After welcoming the participants and dignitaries, he urged upon the participants to actively involve themselves during the sessions and study visits to make the best use of this opportunity. He also thanked ICA, IDACA and Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, for choosing CLT and CPD for jointly hosting this program in Thailand. He appreciated the important role being played by the Agricultural Cooperatives in the developing nations, especially in the turbulent economic and global environment. He complimented the ICA for selecting a very apt theme “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia”, which is the need of the day. It is very vital to strengthen the leaders of agricultural cooperatives to make cooperatives more beneficial to members. He further explained the cooperative movement of Thailand in brief.

Cooperatives in Thailand are vertically organized in a three-tiered system; primary, provincial federation, and national level. The primary cooperatives consist of individual members while members of provincial and national federations are cooperative societies. Five or more cooperatives at the primary level can form provincial federations and national federations to undertake joint activities on behalf of their primary affiliation, such as processing and marketing of agricultural produces. At the national level, there is the Agricultural Cooperative Federation of Thailand Ltd. (ACFT), of which provincial agricultural cooperative federations are members. Other types also have their national federations.

At present, the cooperatives in Thailand are, by law, officially categorized to seven (7) types, namely;

1. Agricultural Cooperatives,
2. Land Settlement Cooperatives,
3. Fisheries Cooperatives,
4. Consumer Cooperatives,

5. Saving and Credit Cooperatives,
6. Service Cooperatives, and
7. Credit Union Cooperatives.

According to the Cooperative Act, all cooperatives are members of the CLT. The CLT is functioning as an apex body of the whole cooperative movement in Thailand. It does not run as a business enterprise but acts as a facilitator, coordinator and education provider for the promotion of all cooperative members. Currently, an official report by Cooperative Auditing Department, Ministry of Agriculture and Cooperatives, stated that there are 8,250 cooperatives at primary and federation levels with an individual membership of around 12 million members or approximately 14% of the total population of Thailand and 15% of national GDP. Of the above-mentioned 8,263 cooperatives (as on 31 December 2018), there are 4,480 primary **agricultural cooperatives** and 98 federations till 2018.

Mr Ashok Kumar Taneja, Coordinator of this program from ICA, welcomed the participants and guests to the inaugural ceremony. He explained about the keen interest and commitment shown by the Ministry of Agriculture, Forestry and Fisheries (MAFF) of the Government of Japan, the sponsor of the program, to develop agricultural cooperatives in this part of the world. He also gave a brief account of the background of this training course. After a round of introduction of the program participants, Mr Taneja shared with the participants the broad categories of modules included in the course and how it has been designed keeping in mind the training needs of the leaders of agricultural cooperative organizations in the region.

Mr Nao MURAMATSU, First Secretary in the Embassy of Japan in Thailand, welcomed the participants, on behalf of the Embassy of Japan in Thailand. He said that the MAFF has been contributing funds for implementation of this training course through ICA for the last 30 years and he believed that the training program has successfully contributed to the development of cooperatives in the Asian region. He said that he expects one thing from the participants to think about how to harmonize "cooperatives" and "competitiveness". The key concept of cooperatives is a partnership among member farmers because if there is no cooperative, each member is so weak that farmers will be defeated by the big market or big companies. So, Members' Alliance is important. But, at the same time, the cooperatives have to be more competitive, especially all the more for this global market competition nowadays. He hoped that participants will be able to contribute to the development of their respective country's agriculture by utilizing what they learned in this training. He hoped that this training will further contribute to the friendship between Japan and their respective countries as well as Thailand. He extended his best wishes to the participants.

Mr Wiroj Pupaiboon, Director of Cooperative Technology Transfer and Development, Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Government of Thailand, extended a warm welcome to all participants, dignitaries and guests, on behalf of CPD. He said that Cooperatives in Thailand, like in all developing countries, had been initiated by the government in 1915. He briefly explained the role of CPD for the promotion of cooperatives in the development of the country.

He explained that the Cooperative Promotion Department (CPD) under the Ministry of Agriculture and Cooperatives is directly responsible for promoting and disseminating the cooperative ideology, principles and methods to cooperative personnel, farmer groups and the public, promoting, supporting and strengthening the cooperative system, improving cooperatives' learning process to increase the capacity of business management as well as the business linkages to international levels for better living quality of cooperative members' both socio-economic aspects.

Now the CPD is in the first 5 years of 20-year Master Plan, which emphasizes on HRD, IT, Quality Management System and Innovation on the Sufficiency Economy Theory base. The membership of cooperatives and farmer groups has reached 12 million from 6,000 cooperatives and 6,600 farmer groups. This number is 5% of the population of Thailand and contribute 0.14% of GDP of Thailand.

Mr Hirofumi KOBAYASHI, Executive Director of the Institute for the Development of Agricultural Co-operation in Asia (IDACA), on behalf of the President of JA Zenchu, who happens to be the President of IDACA, expressed his sincere appreciation to the ICA-AP, Cooperative Promotion Department (CPD) of Thailand, the Cooperative League of Thailand (CLT) and the Government of Japan for their cooperation in organizing this training course. He gave some examples of the bilateral partnership in agriculture and

cooperative areas that have been materialized between Japan and Thailand under the JTEPA or the Japan-Thailand Economic Partnership Agreement since 2007. There are an increasing number of exchanges among cooperative leaders in both countries to learn experiences with each other. Besides, the Japanese side has dispatched several short-term experts in response to the requests from Thai side under the Japan-ASEAN Capacity Building Program, funded by MAFF, Japan. I strongly hope that our bilateral relationship between JA Group in Japan and CPD, as well as CLT, will progress further in future also.

It is my pleasure to tell you that the participants of 1st and 2nd course in 2018 and 2019 joined the course in a very positive manner to find out solutions for the challenges they faced. At the end of the courses, they identified their challenges specifically, for example, how to ensure members' participation; how should be a leader in management; how to ensure transparency in operation and decision-making process; how to reduce the agricultural production cost, how to react against natural disasters and outbreak of exotic pests and diseases; how to improve marketing capacity of farmers and their cooperatives; how to ensure access to finance; how to strengthen infrastructure in rural areas; and how to cope with depopulation of rural societies into urban areas and foreign countries, among others. These are the common challenges that agriculture and cooperative related persons in low-income and lower-middle-income countries in Asia face. But I can tell you that most of these are the common challenges that we have in Thailand and Japan too. I hope you will find out some clues for these questions in the experiences of the cooperative movement in Thailand and Japan during this training course. He extended his maximum appreciation to the Ministry of Agriculture, Forestry and Fisheries of Japan for their kind understanding on the importance of capacity building for cooperative leaders in Asia and for giving IDACA and CPD-CLT opportunities to implement this training course.

He further said that IDACA has already prepared the program with a focus on objectives of this training course. He concluded his remarks by wishing his best to all the participants.

After welcoming the participants and dignitaries at the inaugural ceremony, **Mr Vijit CHAROJORN, Dy. Executive Director of CLT**, thanked the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, and IDACA and ICA-AP for organizing 1st part of the training course in Thailand. He also appreciated the collaboration of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Govt. of Thailand in jointly hosting this program. He further thanked Mr Hirofumi KOBAYASHI, Executive Director, IDACA, for his presence at the inaugural ceremony. He also thanked Mr Nao Muramatsu, First Secretary, Embassy of Japan in Thailand for his presence at the opening ceremony. He also thanked the participants and their organizations for nominating them for this training course. He assured the participants that they would enjoy their stay in Thailand. CLT and CPD staff made elaborate arrangements for the successful implementation of the training course in Thailand. He urged upon the participants to transfer the knowledge they will gain in Thailand and Japan to their colleagues back home.

After the inauguration, Orientation Session was initiated by Mr A.K. Taneja, Coordinator of the program along with Mr Phanuwat, Manager of International Division, Cooperative League of Thailand, who gave a brief account of Cooperative Movement in Thailand.

Main sectors of Thai Economy are Private Sector, Government Sector, Farmer Institutions/Cooperative Sector. Farmer Institutions include Cooperatives; Farmer Groups and Community Enterprises; There is a 3-tier system in Agricultural Cooperatives in Thailand – National Level, Provincial Level and District Level. There are 8,250 cooperatives in Thailand whose combined membership is around 12 million. There are 4,130 Farmer Groups also, whose membership is 600,985. There are 10,982 Community Enterprises Groups. Following is the business of Agricultural Cooperatives in Thailand – Credit Business; Deposit Business; Marketing/Trade Business; Purchasing/Collection Business; Promotion and Services Business. There are following sub-types of Agricultural Cooperatives – General; Marketing for BAAC's customers; Rubber; Water User for Agriculture; Livestock; Swine Raising; Land Reform Area; Sugarcane Growers; Dairy Cooperatives;

Onion Growers; etc. Problems of Farmers Institutions are as follows – lack of knowledge and experience in marketing management; the size of the business is small; agricultural products are perishable and seasonal.

Cooperatives in Thailand: The structure of cooperatives in Thailand is vertical and it is a 3-tier system – Primary Cooperatives at District Level; Federation at Provincial Level; and National Level; All cooperatives are members of the Cooperative League of Thailand, which is the Apex Organization; There are 121 Federations with 5,483 memberships. There are 6,593 audited cooperatives with 11,408,882 memberships. There are four Government Institutions relating to the cooperative movement of Thailand – Registrar of Cooperative Societies; Cooperative Promotion Department (CPD); Cooperative Audit Department (CAD); and Bank of Agriculture and Agricultural Cooperatives (BAAC).

Teaching Modules/Faculty

The program was segmented into teaching modules covering different subjects – Historical Development of Thai Cooperatives; How to organize a Cooperative; Cooperative Principles and Cooperative Education; Cooperative Development and Legal Basis, Leadership and Teambuilding, Business Development Planning, Governance and Management of Agricultural Cooperatives, etc. Briefing about Cooperative Audit Department of Thailand; briefing about Cooperative Promotion Department of Thailand; etc.

Detailed Module Designs

The module at CLT/CPD consisted of segments, which focused on improving the conceptual, analytical and leadership capabilities of managers of agricultural cooperatives to help in developing their skills in improving the management of their cooperatives.

A brief description of the topics taught in the CLT/CPD Module, is as follows. Soft and hard copies of these papers were distributed among participants.

Historical Development of Thai Cooperatives - by Mr Phanuwat Wanraway, Director, Int'l Dept. of the Cooperative League of Thailand

The summary of Mr Phanuwat's paper is as follows:-

- 1915: The cooperative model was introduced in Thailand
- 1916: 1st Cooperative was formed, namely, Wat Chan Cooperative Unlimited.
- 1928: 1st Cooperative Act was enacted.
- 1935: Land Settlement Cooperative was established.
- 1937: Consumer Cooperative was established.
- 1941: Service Cooperative was established
- 1949: Fishery Cooperative and Saving & Credit Cooperative were established.
- 1968: 2nd Cooperative Act was amended – The Cooperative League of Thailand was established.
- 1999: 3rd Cooperative Act was amended.
- 2005: Credit Union Cooperative was formed.
- 2009: 4th Cooperative Act was amended.

How to organize a Cooperative – by Dr Asanee Ratanamalai, former Executive Director of The Cooperative League of Thailand (CLT):

In his presentation, Dr Asanee illustrated some steps to establish a cooperative – Find out whether or not there is a need for establishing a cooperative in the village? Are the present business needs satisfactory?

Can they be improved? If the preliminary survey indicates that a prima facie need is there to establish a cooperative, then the proponents must conduct an Economic Analysis of the would-be business venture; Feasibility study should be conducted to ensure whether the setting up of a cooperative would stand a chance of success; If economic analysis and feasibility studies give positive results, then they should carry out a Prospective Membership survey. If enough prospective members are in favour of setting up a cooperative, then a General Meeting should be called. If the motion to organize a cooperative is carried out, an Interim Management Committee should be nominated. The Interim Management Committee should draft the necessary legal documents – An Organization Agreement; Articles of Incorporation; bylaws; etc. These legal documents must be presented at the Government's office of the Cooperative Registrar. This action will give the cooperative a formal legal status.

There are four types of Cooperative Organizations, as follows: (1) Independent local cooperatives; (2) Cooperative Federation; (3) Central Cooperatives;(4) Combined Federations and Central Cooperatives.

Cooperative Principles and Coop. Education – by Dr Asanee Ratanamalai, former Executive Director of Cooperative League of Thailand (CLT):

The cooperative's system has proven to be a very effective instrument for strengthening socio-economic structures and empowering people in many progressive countries like Germany and the U.K. They have helped increase the savings propensity, thereby providing capital for entrepreneurs, creating more jobs for the people and greater wealth for their economy.

In the present socio-economic situation in ASEAN, a few very rich elite dominates the economy, while the masses who are poor, struggle at the bottom. The ideal structure should be diamond-shaped - the richest at the top, the poorest (approximately of the same number) at the bottom and a very strong middle class. Thailand and ASEAN countries should be able to achieve this diamond shape by the year 2030 or less if we, the ASEAN begin the "Cooperative Revolution" today, and likewise establish the other support structures on:

- 1) Local Autonomy;
- 2) Good Cooperative Governance;
- 3) Quality Education and Empowerment to the Poor Villagers.

The Cooperatives in Thailand had a mixture of successes and failures over nearly a century. The administration and operation fail to emphasize the cooperative philosophy, which aims at better living conditions of the members, cooperative ideals, which mainly emphasize on self-help and helping together.

They also get a firm hold of the cooperative principles on;

- 1) Open membership, without restrictions and voluntarily
- 2) Democratic administration and control of members
- 3) Economic participation of the members
- 4) Self-governance and freedom
- 5) Promotion of education and training
- 6) Cooperation with other cooperatives
- 7) Concern for the community.

These Cooperative Principles will lead to the successful administration and operations of the cooperatives.

Dr Asanee further explained about the Evolution of Cooperative Principles and Practices – Social Origins; historical background; the Rochdale Model; ICA's seven principles; etc.

Cooperative Education: Cooperative Education (“Co-op”) is an academically focused program, which allows students or the first-year staff in the workplace to have an opportunity to obtain professional work experience while still in college and start their work with the companies, factories, or cooperatives. It is a unique opportunity for students, new staff who are fresh graduates from universities to apply their academic preparation to “real world” situations in business and industry. The co-op program will provide them with the chance to combine classroom study and working hours with periods of paid professional employment directly related to their major and career goals. Students or newly employed staff in the workplace benefits from the coop program in many ways. Coop work experiences provide students and staff in the workplace with an opportunity to explore career interests and goals;

Member Participation – by Dr Asanee Ratanamalai, former Executive Director, CLT

Members in the Agricultural Cooperative are those who play an active role in the development and improvement of Agricultural Cooperative. They consist of farmer members, Board of Directors and Management staff (Manager). These persons are the key persons in the cooperative with different roles. He further explained as to who does what in a cooperative?

Duties of the Members of a Cooperative:

1. To be loyal members and patrons of their cooperative, and to supply the finances like share capital necessary for its business operations;
2. To know as much as they can about cooperatives and their own, in particular;
3. To assist the Board and/or Manager by giving them relevant information or stories that come to them, could be important to the welfare of the cooperative, but refrain from taking part in gossip unless they have facts in a bid to prevent twisted stories from occurring.
4. To attend General Meetings of the Cooperatives and to decide on the policies that are to be passed on the Board from such meetings for the guidance of the cooperative’s services.
5. To attend General Meetings to review and make necessary decisions upon reports of the Board members about the execution of the business and also to elect Directors, following the bylaws.
6. To appoint the Auditor and receive his report;
7. To avoid assuming duties belonging to Board, Manager, or staff, except or unless defined duties are allotted to one or more in the committee work.

Duties of the Board of Directors of a Cooperative:

1. To act as a Board and not as individuals (outside the Board Meeting, a Director has no more authority than any other member).
2. To employ and/or discharge the Manager;
3. To see that the organization’s policies are clearly defined and are followed in all operations.
4. To review business operations regularly and see that they are being done effectively with efficiency and within the defined policy;
5. To arrange with the members for the finances necessary to carry out operations within the defined policy.
6. To supervise or arrange for supervision of inventory taking what is necessary for the inspection of cooperatives.
7. Arranging for and conducting Annual General Meetings; and

8. As the Legal term might put it, "To do such other things as are conducive to the welfare of the society and which are within the jurisdiction of the Board.

Duties of the Manager of a Cooperative:

1. To employ and organize working staff, and if necessary, miss any staff member.
2. To operate the business as efficiently as possible within the policies laid down by the Board.
3. To report regularly, as required, to the Board on the business, such reports should be accurate to a known degree and of such nature that the Board can properly assess progress.
4. To set selling margins and other matters that affect the business operations, the welfare of the cooperative, or public relations, to serve the best interests of the organization and thereby its members.
5. To organize the taking of inventory, as outlined by and under the supervision of the Board, and in keeping with regulations defined by the inspector of cooperatives for the Province.
6. To do the innumerable things that must be done to build good business, good service, good relations and good citizenship in cooperation with the Board and other public relations agencies of the cooperative.
7. To help train or develop staff to perform their respective duties to give good services and to be a helpful part of the cooperative movement.

Leadership and Team Building – by Dr Asanee Ratanamalai, former Chief Executive, CLT.

In his presentation, Dr Asanee explained the following topics – **Leadership and Leader** – Leaders are the people who do the right thing while Managers are people who do the things right.

Leadership – Leadership is the action of leading a group of people or an organization. It is the state or position of being a leader. The Leadership of the Party is the art of getting someone else to do something, you want to be done. The leadership relate to Guidance, Direction, Authority, Control, Management, Superintendence, Supervision, Directorship, Direction, Governance, Administration, Jurisdiction, Capacity, Rule, Command, Power.

Leader – Leaders are the persons who do the right thing, help themselves and others to do the right thing. They set direction, build an inspiring vision and create something new while Leadership is about mapping out where you need to go to win as a team in an organization. It is dynamic, exciting and inspiring. An effective leader is a person who does the following:

1. Create an inspiring vision of the future;
2. Motivates and inspires people to engage with the vision;
3. Manage the delivery of vision;
4. Coaches and builds a team so that it is more effective in achieving the vision.

Leadership brings together the skills needed to do these things.

Team Building – Team building is the foundation of improvement and development. The team-building includes:

- Aligning around the goals;
- Building an effective working relationship
- Reducing team members not clear of roles;
- Finding solutions to team problems;

- Create effective teamwork.

The basic team dynamics are :

- i) Open communication;
- ii) Effective coordination;
- iii) Interdependence;

Approaches of Team Building:

Setting goals; Role Clarification in the team; Problem-solving; Interpersonal relations; Communication skills; Team relations; Inform not command; Flexible; Care each other; Ensure right coordination; Sharing of information.

Cooperative Development and Legal Basis – by Dr Preecha Sittikornkrai, Lecturer, Department of Cooperatives, Faculty of Economics, Kasetsart University.

In his presentation, Dr Preecha touched upon following topics – Types of Community-based formal and informal organizations (BAAC, GSB – People Bank Project, Islamic Bank, SME Bank, Village Fund, Credit Fund); Farmer Groups (4,277 active groups in Thailand); Type of Cooperatives in Thailand (Agricultural Cooperatives; Fishery Cooperatives; Land Settlement Cooperatives; Consumer Cooperatives; Saving and Credit Cooperatives; Service Cooperatives; Credit Union Cooperatives); Structure of Coop. Movement in Thailand; Why changing times, making cooperatives relevant? Philosophy of Sufficiency Economy; etc.

At present, the cooperatives in Thailand are officially categorized into seven types under 2 main sectors namely:

Agricultural Sector:

1. Agricultural cooperative
2. Land settlement cooperative
3. Fisheries cooperative

Also, there are some other types of cooperatives categorized in the agricultural sector, for example, Water User Cooperative, Dairy Cooperative, Beef Cattle Farming Cooperative, Fertilizer Cooperative, etc.

Non-agricultural Sector:

4. Consumer cooperative
5. Service cooperative
6. Thrift and Credit Cooperative
7. Credit Union Cooperative

Besides, he explained the following features also – Cooperative Principles; Cooperative Values; Personal Financial Management; How to measure the success of Cooperatives?; Cooperative Development; etc.

Under Legal Basis (based on Thailand Cooperative Laws), he explained Ministerial Regulation - Coop. Laws; By-Laws and Rules of Cooperatives; Laws related to Coops. (Civil and Commercial Law; Penal Criminal Law; Taxation Law; Labour Law; Guilty from Cheque; Environmental Law; Law related to specific business; Misc. laws related to the coop.). He also explained in detail about the Cooperative Development Fund and the duties and powers of the Registrar of Cooperatives and the Board of National Cooperative Development (NCD);

In conclusion, CLT is expected to play a greater role in promoting the cooperation and connectivity among cooperatives in the country in an effort to strengthen the cooperative movement based on the principle of community concern.

Governance and Management of Agricultural Cooperatives – by Dr Preecha Sitdhikornkrai, Kasetsart University, Bangkok.

First of all, Dr Preecha explained, **What is Cooperative Management** - Since the Cooperatives are Business Organizations, their ultimate success will depend on good business management. To note that practically, the same business organizational techniques are made use of by cooperatives for management purpose.

Under this topic, Dr Preecha explained in detail the Management of Agricultural Cooperatives; Philosophy of Sufficiency Economy (SEP) – is a philosophy that guides the livelihood and behaviour of people at all levels, from the family to the community, to the country, on matters concerning national development and administration. He also explained the benefits of Fairtrade for Producer. Social Enterprise – A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental; Social enterprises can be structured as a non-profit and may take the form of a “cooperative” or “mutual organization” or a “community interest company”; or a “charity organization”. How good agricultural Coops solving the problems of people;

“New Theory” on Agriculture: “New Theory” on Agriculture is an additional suggestion granted by His Majesty. It is based on SEP and has had a tremendous impact on the progress and success of agrarian society in Thailand. The “New Theory” empowered farmers as they became more self-reliant and as they increased their ability to achieve sustainable development.

The New Theory has “diversification” as a key element. It suggests the 30:30:30:10 formula of land and water management, i.e. 30% for irrigation pond; 30% for rice growing; 30% for growing other crops for consumption and as a source of income; and 10% for the house & other purposes.

What are the concepts behind SEP and New Theory?

- Reducing expenses (increasing net income);
- Reducing risks of mono-crop production – disaster, price of products, etc.
- Water stocks;
- Increasing several sources of income;
- Increasing several periods of income;
- Synergy system.

He also explained as to how an Agri. Co-op supported the Sustainable Development Goals (SDGs).

Cooperative Management in this sense can thus be dealt with at three levels:

1. Control and Policy Making;
2. Functional Directions;
3. Operational Organization;

On the proper handling and performance of all these three management tasks, it would determine the success or failure of all cooperative endeavours. Dr Preecha explained in detail the above three tasks.

Business Development Planning – by Dr Preecha Sitdhikornkrai, Kasetsart University, Bangkok.

In his presentation, Dr Preecha explained the definition of Business development – Business development entails tasks and processes to develop and implement growth opportunities within and between organizations. Business Development is the creation of long-term value for an organization from customers, markets, and relationships. Business development can be taken to mean any activity by either a small or large organization, a non-profit or for-profit enterprise which serves the purpose of 'developing' the business in some way. Besides, business development activities can be done internally or externally by a business development consultant. External business development can be facilitated through Planning Systems, which are put in place by governments to help small business.

Further, he explained the Types of Planning – (i) Plan by Administrative Level – Strategic Plan-High, Tactical Plan-Medium, Operational Plan-Low; (ii) Plan by Standing or single-use – Standing Plan, Single-Use Plan; (iii) Plan by organization structure – Master Plan, Functional Plan, Budget Plan, Activity Plan; (iv) Plan by scope or area – World Organizational Plan, International Plan, National Plan, Country Department Plan, State Plan, Local Government Plan, Business/Corporate Plan, Personal Plan; (v) Plan by organizational level – Mission Plan, Development Plan, Operational Plan, Project Plan; (vi) Plan by function – Marketing Plan, Manpower Plan, IT Development Plan, HRD Plan, Public Relational Plan, Financial Plan, Emergency Plan; (vii) Plan by the period of Plan – Long Term Plan, Intermediate-Term Plan, Yearly/Annual Action Plan;

Evaluation: QQTP (simple way) – Quantity; Quality; Time; Place.

Conventional Plan – (a) Plan Name; (b) Name/Host organization; (c) Objectives; (d) Significant issues; (e) Process/step/operational procedure; (f) Time schedule; (g) Expected output/outcome; (h) Budget/Resources; (i) Evaluation/indicators.



SECTION – II

Field Study Visits in Thailand

One of the core elements of the training program was the exposure of the participants to actual and practical situations in the cooperative sector and to enable them to exchange views and opinions with cooperative leaders, managers and members. These visits enabled the participants to observe for themselves the activities of the cooperative organizations at primary, secondary and national levels.

Study visits to cooperative institutions in Thailand were organized in Bangkok and Chiangmai Province. The participants visited the following Cooperatives/institutions:

Field Study Visits in and around Bangkok:

Thai Cooperatives and Roles of Government – briefing by CPD

The participants visited the office of the Cooperative Promotion Department, Ministry of Agriculture and Cooperatives, Government of Thailand, Bangkok, on February 11, 2020, in the morning. Mr WisitSrisuwan, Deputy Director-General, Co-operative Promotion Department, briefed the participants.

The Cooperative Promotion Department, under the Ministry of Agriculture and Cooperatives, is directly responsible for organizing, supervising and promoting all types of cooperatives in Thailand.

The Cooperative Promotion Department is responsible for promoting and disseminating the cooperative ideology, principles and methods for cooperative personnel, farmer groups and the public, promoting, supporting and strengthening the cooperative system, improving cooperatives' learning process to increase the capacity of business management as well as the efficiency of their linkages to international levels for the better living quality of cooperative members and socioeconomic aspects. The duties of CPD include:

1. To abide by the Cooperative Act, Land Allocation for Livelihood in Cooperative Land Settlements, and other related laws.
2. To support registration, promotion, advice, supervision of cooperatives and other assignments ordered by the Registrar.
3. To promote, support, develop and protect the cooperative system;
4. To promote, propagate ideology, principles and practices of cooperative to cooperative personnel, farmer groups and the public.
5. To study, analyze, and conduct researches oriented to effective cooperative development, organizational management, and business operations of cooperatives and farmer groups for economic and social strength.
6. To study, analyze and suggest the guidelines of cooperative development to the National Cooperative Development Board.
7. To study and analyze the demand for cooperative products and build the business networks between cooperatives and national and international private sectors.
8. To promote and support finance, information technology, technology, and other resources suitable for operations of cooperatives and farmer groups.
9. To take other actions that are prescribed as authority and function of the Cooperative Promotion Department or assigned by the Ministry of Agriculture and Cooperatives or the Cabinet.

Cooperative Audit – briefing by CAD:

On February 11, 2020, in the afternoon, the participants visited the office of the Cooperative Auditing Department (CAD). Ms Aunyamanee Thirasut, Deputy Director-General, CAD, representing the Director-General of CAD, Ministry of Agriculture and Cooperatives, briefed the participants on Cooperative Auditing.

The CAD (Cooperative Auditing Department) is a governmental organization mainly responsible for the following: (1) Auditing and coaching cooperative institutes (cooperatives and farmer groups) so that they are effectively capable in finance and accounting as well as self-reliance. (2) Promoting knowledge on accounting for farmers, community enterprises and people.

The Cooperative Auditing Department (CAD) realizes that account making is important. Therefore, general people and agriculturists are taught about Daily Income – Expense Account Making and Household Income – Expense Account Making so that they can find an appropriate way of making a better living. CAD determines to facilitate projects in every remote area to enhance and sustain accounting knowledge by using various methods, though mainly in only two project types – knowledge sharing based on school/society, and facilitation of an accounting knowledge network that links together schools, students, parents, cooperatives and communities.

The Cooperative Auditing Department has been carrying out the audit of cooperatives and farmer groups, provide consultations and financial management and accounting knowledge, and to support these groups in accountancy and producing their financial report. It is also obligated to encourage and support the implementation of quality internal controls in cooperatives and farmer groups, as well as encouraging the implementation of an efficient information system.

Its vision is “by the year 2022, the strength of finances and accounts of cooperatives and farmers will be of good quality and reliable” Its missions are as follows:

- Auditing cooperatives and farmer groups, according to the law concerning cooperatives and other relevant laws.
- Setting accounting systems as well as the standard of auditing apt to cooperatives' and farmer groups' businesses.
- Transferring knowledge and supporting accounting conduct to cooperatives, farmer groups, occupational groups, community enterprises, target groups of the Royal Initiated Projects, farmers and general people.
- Making Financial Condition of cooperatives and farmer groups for the use of policy setting in developing cooperatives and farmer groups.
- Developing a business inspection system, as well as inspectors' efficiency;
- Financial management and accounting consultation services for supervisory entities within cooperatives;
- Developing information technology and reporting cooperatives and other agricultural organizations' financial condition;
- Strengthening accounting efficiency for cooperatives, farmer groups, small and micro-community enterprise (SMCE), target groups of projects under His Majesty King Bhumibol Adulyadej's farmers, and other civic groups.

Visit to the office of ACCU:

On 12th February 2020, in the morning, the participants visited the office of the ACCU – Asian Confederation of Credit Unions in Bangkok. Ms Elenita V. San Roque, Chief Executive Officer, and Mr Ranjith Hettiratchi, former CEO and Chief Technical Officer of ACCU briefed the participants. Founded on April 28, 1971, ACCU serves as the trade and development organization for credit unions in Asia. ACCU's services are aimed to promote and strengthen credit union systems as a vehicle for the socio-economic development of people in Asia. ACCU is a think tank for the Asian Credit Unions. ACCU has 13 regular members, 14 affiliate members, 175 support members, 31,752 Credit Unions, whose total assets are of USD 185 billion. There are 36.1 million members of credit unions in 23 countries. It outreaches 17 million low-income members. There are 350,000 volunteers, who are willing to make a personal sacrifice in favour of their community. 31,752 Financial Cooperatives are democratically owned by its members and operated to promote thrift, provide credit at competitive rates and providing other financial services to its members. 700,000 employees created decent employment and opportunity for young people to create significance for others through their job.

ACCU (Asia) mission is to work in partnership with members to strengthen and promote credit unions as effective instruments for the socio-economic development of people in Asia through the conduct of training and dispatch of experts. ACCU promotes the integration of the credit union networks characterized by pooling of resources, standardization, contractual solidarity and systems of governance. Collaboration is a powerful tool that can leverage credit union capabilities through networks. ACCU champions a vision, leadership, and effort for its members to achieve a higher level of integration. An integrated network has more chances of helping its members achieve better living condition. Currently, ACCU is engaged in projects on "Building Local Economy through Credit Unions in Myanmar, Laos and Bhutan."

Visit Ban Phaeo Agricultural Cooperative Ltd.

The participants visited the office of the Ban Phaeo Agricultural Cooperative Ltd. on February 12, 2020, in the afternoon. Mrs Prasertsri Mungkornsaksit, General Manager and Mr Tharathorn Khuntes, Director of Coop. Promotion, Cooperative Promotion Department, briefed the participants.

Ban Phaeo is a district (Amphoe) in the Northern part of Samutsakorn Province, Central Part of Thailand. The district is sub-divided into 12 sub-districts (tambon), which are further sub-divided into 97 villages (muban). There are three townships (thesabantambon) – Ban Phaeo, Kaset Phatthana and Lak Ha. The non-municipal area is administered by 7 Tambon Administrative Organizations (TAO).

Ban Phaeo Agricultural Cooperative Ltd. is a primary-district level cooperative. It is a middle size cooperative. It was established under the Cooperative Act on 1st October 1974. Until now, there are 3,468 individual members with total assets of 449,902,332.16 million Baht. The total share capital is 69,858,630.00 million Baht. It has 42 Group of members. It has 15 Board of Directors – 12 male and 3 female. It has 25 staff members. Its main business activities are Deposit, Credit, Supply and Marketing, Gas Station. Its net profit in 2017 was 7,089,472.94 Baht and in 2018, its net profit was 10,536,294.67 Baht.

After the briefing, the participants observed the Orchid Farm, owned by Mrs Prasertsri Mungkornsaksit.

Visit Ladda Batik Art Kohkred (Island) - Batik Art Women Group:

On 13th Feb., the participants visited the workplace of Kohkred (Island) Batik Art Women Group. The Chairperson of the group, Ms Ladda, briefed the participants about their activities. The group was established in 1999 (B.E. 2542). It is an OTOP Occupation Group, the inhabitants of which are the refugees from Myanmar. The group is established on an island in the middle of Chaopiya River under the patronage of the Royal Thai Government. The object of the government was to help the refugees to settle and undertake professions for business purposes. The Cooperative Promotion Department helped the women of the village to organize themselves and support them in terms of technical guidance, short-term loans and grants. The CPD organized technical assistance from government technical institutions for this group. The group has been promoted by the Pakkret Agricultural Cooperative Ltd.

The main business of the group is to produce Batik clothes, variety of sweets, cakes and pastry for visiting tourists and households. Some of the products are sold to some business outlets in Bangkok. Raw material comes from the residents and suppliers in Bangkok. Sugar is purchased from the cooperative. There is no single buyer of the products – 50% is purchased by tourists.

There are 20 members of the group, who are guided by the CPD provincial field officers and the agricultural cooperative. Confectionery items are produced by the members and sold through the group outlet on a commission basis. The profits are shared. No tax on profits.

The average turnover of the group is around TB 100,000 per month. Expenses are about 50% of the turnover. There are no employees. All activities (purchasing and supplies) are done by the members themselves through the group.

Field Study Visits in Chiangmai Province:

On 13th February 2020, at midnight, the participants reached Chiang Mai Province from Bangkok.

Visit the office of the Chiang Mai Provincial Cooperative Office

Next day i.e. 14th February, in the morning, the participants visited the office of the Chiang Mai Provincial Cooperative Office. Mr Poomjai Raktham, Chiang Mai Provincial Cooperative Officer, gave an overview of cooperatives in Chiang Mai and a case study of CPD.

The vision of CPD – Office of Chiang Mai Provincial Cooperative Promotion is a committed lead agency in the promotion and development of cooperatives and farmer groups to strengthen, make self-reliant and sustain cooperative members.

Its mission is (1) to strengthen the promotion, development and protection of cooperatives; (2) To promote, develop, publish and educate cooperative ideology, principles, and methods; (3) To study, analyze, research on cooperative administration, management, business, marketing and networking between cooperatives and other farmer groups and private sectors – both domestic and internationally. (4) To promote and develop, to improve capacity building on administration, management, and business performance of cooperatives and farmer groups; (5) to promote and develop products' quality and standard of cooperatives.

Authorities and Roles of CPD – Office of Chiang Mai Provincial Cooperative Promotion Department is a legal division body under CPD, Ministry of Agriculture and Cooperatives. It has the following official authorities and roles:

1. Perform by Cooperative Law, Land Arrangement Law and other related laws.
2. Promote and develop all cooperatives and farmer groups;
3. Promote, publish and provide knowledge on cooperative ideology, principles, methods to cooperative staff, farmer groups and people;
4. Promote and develop the business performance of cooperatives and farmer groups.

Chiang Mai Province has 24 districts. It has 141 officers to look after the entire province. Chiang Mai province has a total of 282 cooperatives – Agricultural Coops (169); Fishery Coops (Aquaculture) – (1); Land Settlement Coops (7); Saving and Credit Coops (28); Consumer Coops (6); Service Coops (27); Credit Union Coops (44). Also, the Chiang Mai Province has 220 Farmer Groups.

Visit Doi Saket Pattana Agricultural Cooperative Ltd., Chiangmai Province

On 14th February 2020, in the afternoon, the participants visited the office of the Doi Saket Pattana Agricultural Cooperative Ltd. Its Chairman Mr. Srinuan Thaitan and General Manager, Mr. Prayat Senoo briefed the participants.

Doi Saket Pattana Agricultural Cooperative Ltd. was established under Cooperative Law (1968) on 10th April 1975. It was a joint program of CPD and the needs of the farmers, who were customers of Bangkok Bank PCL Ltd., and stayed in the same district of Doi Saket. CPD formed an Agricultural Cooperative Ltd., namely "Doi Saket Pattana Agricultural Cooperative Ltd. In the beginning, it had 170 members in 5 Tambon, which were divided into 9 groups. The office of the cooperative was located at the office of the CPD District Office. In 1990, the cooperative built a "Warehouse". In 1993, the cooperative built a new office building. In 1994, the cooperative opened a new "Bangchak Petrol Station. In 1995, the CPD provided a fund of 2,090,000 Baht to build the "Agricultural Central Market", including a concrete courtyard with a capacity of 500 Kwien, a scale machine and Quality Check Point. In 2017, the project on the processing of Arabic Coffee in Cooperative was funded by CPD-JTEPA Project with a fund of 575,000 Baht. The cooperative purchased processing equipment, coffee processing machine and coffee grading machine.

In 2002, the cooperative was registered with the new name "Doi Saket Pattana Agricultural Cooperative Ltd. Today, it has 3,147 members who are divided into 61 groups in 14 Tambon. The cooperative has been performing multipurpose activities, such as deposit, agricultural production collection, joint purchase and processing business, as well as credit business. The cooperative has 9 Board of Directors and 36 staff members.

Visit Doi Intanont Royal Project Agricultural Cooperative Ltd.

On 17th February, the participants visited the office of the Doi Intanont Royal Project Agricultural Cooperative Ltd. Mr Kanpong Lee Thitipun, Chairman, and Mr Boonsawang Sewa, General Manager of the Cooperative, briefed the participants.

Doi Intanont Royal Project Agricultural Cooperative Ltd. was initiated in 1990. There were 30 individual members in it. All were hill tribes – Mong and Krarieng. On 14th July 1993, the cooperative was officially registered. The main objective of the cooperative was to develop the social and economic status of farmers. Its main business activities are Credit Business; Deposit Business; Supply and Marketing Business; Collection of the produce of farmers; Service and Agro-Tourism Business.

The cooperative is located in a high mountain area. Doi Intanont is the highest mountain in Thailand. It is 2,565 Meters above sea level. Intanont Forest is the upstream of Mae Klang River, Mae Pa Kong, Mae Pon, Mae Ya, Mae Jaem, Mae Khan, and Mae Ping River as well as Bhumibol Dam.

In the past, Farmers had seasonal crops – paddy, corn, cucumber, vegetable garden, and opium. In 1975, King Rama 9 had come to Doi Intanont and motivated the farmers to switch over farming from opium to temperate farming by joining the development project under Royal Programs. Temperate planting includes fruits, such as strawberry, persimmon, plums, peach, avocado, seedless grapes, cape gooseberry, coffee, mulberry and Flowering Plants, such as chrysanthemum, roses, gerbera flower, piccolo, Alstonia and Celery, such as Zucchini, Pan-cherry, Thomas tomato, Bell Peper, Japanese onion, broccoli, green beans, sweet bitter gourd, pueblo leng, and carrot.

At present, there are 483 members of the cooperative; 8 Board of Directors and 2 Inspectors. Members have been divided into 11 groups. It has 10 staff members.

After a briefing at the office of the cooperative, the participants visited the farm of Members of the cooperative.

Visit Samoeng Agricultural Cooperative Ltd.

On 18th February, in the morning, the participants visited the office of the Samoeng Agricultural Cooperative Ltd. in Chiang Mai. Its Chairman, Mr Chamlong Pottha and General Manager, Ms Thawanrat Sirikulnataya, briefed the participants about their activities. The cooperative has 15 Board of Directors, who were present at the briefing session. The Provincial Head of the Cooperatives of Chiang Mai, Mr Poomjai Raktham, also addressed the gathering.

The Samoeng Agricultural Cooperative was established in 1978 with 220 members. At present, the cooperative has 1100 members with a capital of 50 million Baht. The cooperative has Credit and Deposit Business, collection of farmer members' produce (mainly garlic and strawberry). The cooperative has a retail shop too. The cooperative's net profit last year was 4 million Baht. After collecting strawberry and garlic, the cooperative sell it to the Royal Project. If the production of strawberry is more, the cooperative has a processing plant to make wine from strawberry by the brand name of "Wine Samoeng Co-op" – strawberry wine.

It was a co-incident that the cooperative was celebrating its "Savings Day" on the same day. The participants also observed the "Savings Day" activities. Members brought their Bamboo Piggy Bank, in which they were collecting their savings @ Baht 1/- per day per member, throughout the year, to deposit in their account. The Chairman said that this habit of savings of the members have increased the capital base of the cooperative and they need not go to any bank for financial assistance.

Visit the Women Producers Group Hemp Product under Mae Rim Agri. Coop. Ltd.

In the afternoon of 18th February, the participants visited the Women Producers Group making Hemp Products. Its Chairperson, Ms Nuansri Promjai briefed the participants.

The Group has 100 women as its members. They import raw material from Lao PDR and make various types of clothes, hats, purse, masks, shirts, etc. They participated in many exhibitions in Thailand and abroad. Their quality was ranked as 5 stars.

Hemp, the native Plant in the Northern Part of Thailand and the Mong people dresses are inspiring to Mrs Nuansri Promjai, an Artisan, to weave Hemp with cotton to make shirts, hats, and bags. Moreover, she can make soft hemp fibres and cooperate with women group in Huai Sai Sub-District, Mai Rim District, Chiang Mai Province, to create Hemp handicraft product brand "Sai Thong" which presents the natural charm.

The group has won the World Craft Council (WCC) Award of Excellence for Handicrafts in 2014 South East Asia Program.

Visit San Sai Land Settlement Cooperative Ltd.

On 19th February, in the morning, the participants visited the office of the San Sai Land Settlement Cooperative Ltd., at Tambon Nong Harn, San Sai District, Chiang Mai Province. Ms Premjit Kumlonloo, Chairperson, and Mr Noppadol Takkhinaram, Deputy General Manager of the Cooperative, briefed the participants.

In 1973, the Government promoted to merge small scale cooperatives and amalgamated 21 Farmer Settlement Cooperatives into "San Sai Land Settlement Cooperative Ltd., which was registered on 28th September 1974.

The cooperative has 15 Board of Directors; 2 Inspectors; 14 permanent staff; 11 temporary staff. At present, the cooperative has 1,368 members. They have been divided into 22 groups. The cooperative's total share capital is 27 million Baht and its operational funds are 144 million Baht.

Main businesses of the cooperative are:

- Supply and Marketing business (cash and on instalment) – Sale of agricultural equipment; daily consumer product items; electronic items; motorcycles; etc.
- Petrol Station;
- Coffee shop;
- Deposit business;
- Savings business;
- Fixed Deposit for 1 year and 5 years
- Credit Business;
- Scale Services.
- Provide training to members;
- Promote and support members' occupation for income generation – Women Group; Wooden Game products; Leather products Group; Housewife group; etc.
- Create business linkages between cooperative, buyers and members.

,Paddy, potato and corn are the main crops grown by the members of the cooperative.

Four hectares land is given to the poor families by the government through CPD, initially for five years. After five years, it can be extended. After the 3rd generation, the land can be transferred to others by the farmer-member.

Visit Women Group working under San Sai Land Settlement Cooperative Ltd.

In the evening of 19th February, the participants went to the workplace of a Women Group, headed by the Chairperson of San Sai Land Settlement Cooperative Ltd. The main activities of the group is the processing of fruits – Mango, Longan, etc. The group was formed in 1989 with the financial support of 85,000 Baht by the CPD. At that time, it had 32 members. The group has built a warehouse and workplace. The funds were used by the group as a revolving fund. At present, there are 42 members of the group. The group is also making spices, chillies paste, etc. At present, the group has 100,000 Baht as an operational fund. All the women members work themselves and they are paid @ 30 Baht per hour for the work. The group has employed a person also at a salary of 10,000 Baht per month.

Visit Chiang Mai Dairy Cooperative Ltd.

On 20th February, the participants visited the Processing Plant of the Chiang Mai Dairy Cooperative Ltd. at Tambon Chaisathan, Sarapee District, Chiang Mai. The Secretary of the Board of Directors briefed the participants. This was the 1st Dairy Cooperative in Chiang Mai.

Chiang Mai Dairy Cooperative Ltd. was officially registered on 17th July 1974, with 25 member-households. Dairy Cow Farm Groups in Chiang Mai and Lamphoon Province had been merged and formed the cooperative. At present, it has 131 member-households, which have been divided into 4 groups. There are four Raw Milk Collection Centres of the Cooperative – Sankhampaeng Raw Milk Collection Centre; Doi Lho Raw Milk Collection Centre; Huay Sai Raw Milk Collection Centre; and San Pa Thong Raw Milk Collection Centre. The total number of cows with farmers is 5,735. The amount of collection of milk per day is 31.994 tonnes.

The cooperative has 11 Board of Directors and 92 staff members. In 1991, the cooperative started the milk processing activity and in 2010 the activity was increased.

The weather and geography in Northern Thailand are suitable for dairy cows. That is why the government of Thailand promoted dairy farms in Chiang Mai and Lamphoon Provinces. The cooperative has the following businesses:

- Credit Business – provide loans to members for medium-term;
- Feeding and Medical Services to members and dairy cows;
- Raw Milk Collection from members;
- Processing Business – Pasteurised milk products; UHT Milk products; Ice Cream; Flavoured milk.

The cooperative is giving real benefit to members – reduced costs of production, increased income, and provide welfare facilities.

Visit to Chiang Mai – Lamphun Layer Farmers' Cooperative Ltd.

On 20th February, the participants visited the Head Office of the Chiang Mai-Lamphun Layer Farmer Cooperative Ltd. Its Chairman briefed the participants.

The cooperative has one Head Office and two branches. Also, it has one Egg Collecting Centre, one Animal Feed Manufacturing Plant and One Cold Storage. The cooperative has 66 regular members and 110 Associate Members. The cooperative received the most outstanding cooperative award at the regional level. The cooperative also runs a Learning Centre for Layer Farmers at one of its branches. The cooperative has 3 divisions in its Head Office – Finance and Accounting Division; Production division; and Purchase and Processing Division. The cooperative has 65 staff members (14 permanent staff, 19 permanent employees and 32 daily wagers).

The cooperative has the following businesses – Marketing Business; Processing business; Credit Business; Deposit business; Egg Collection business;

The collection of eggs per day is 200,000 and 75 million per year and the total number of birds the members have is 800,000. The total turnover of the cooperative last year was 398 million baht and the net profit was 2.4 million Baht. The cooperative has 4 big trucks and 5 small trucks for the transportation of eggs to 11 different provinces. The cooperative has 101 million Baht as Operational Funds and its share capital is 10.4 million Baht.

On Saturday, February 22, in the evening, the participants left Chiang Mai Province by train, reaching Bangkok the next day on February 23, in the morning. On 24th February, the closing session of the CLT/CPD Module took place at the Training Centre of the Cooperative League of Thailand (CLT) in Bangkok.

SECTION – III

Valedictory Session in Bangkok

The valedictory function of the CLT/CPD module on “Agricultural Cooperative Business Management, Leadership and Planning” for the training program on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia” for the year 2019 was held at the Training Centre of the Cooperative League of Thailand (CLT), Bangkok, on February 24, 2020. Dr Panthawich Mungsamaksikul, Executive Director of CLT, presided over the closing ceremony, in presence of the participants and the alumnae of IDACA at the Cooperative League of Thailand, besides, Mr A.K. Taneja of the ICA-AP.

In his brief address, **Dr Panthawich Mungsamaksikul** congratulated the participants for successful completion of part-I of the Training Course in Thailand. He appreciated ICA-AP and IDACA for the involvement of CLT/CPD in this important training course. He appreciated the gesture of MAFF, Government of Japan, for financially supporting this training course for the last more than 30 years, beginning in 1986. He reiterated the objectives of the training course and hoped that the participants must have learned from their study visits to small, medium and large-sized cooperatives and observation of women's group activities, supported by cooperatives. He also thanked MAFF, IDACA and ICA-AP for their engagement with CLT/CPD. He wished the participants a comfortable journey to Japan.

After his speech at the closing ceremony, Dr Panthawich Mungsamaksikul distributed the “Certificate of Participation” to the participants on their successful completion of Part-I of the program in Thailand.

Mr A.K. Taneja expressed his satisfaction over the smooth conduct of the program and thanked CLT/CPD as a reliable ally in carrying out Part-I of the Training Course in Thailand.

On 24th February, (Monday), in the evening, the participants left Bangkok for Japan, reaching IDACA, Tokyo on the 25th February, in the forenoon.



In the afternoon, the participants presented their country papers and discussed the draft Action Plans, prepared by them during home country assignments.

Next day, the 26th February, in the morning, the participants left IDACA for "Sagamihara Kyodo Hospital (JA Group's Hospital), for Health checkup because of the widespread Coronavirus.

In the afternoon, the participants continued their presentation of Country Papers and at 4 O'clock, a formal inaugural ceremony of the training course took place at the Conference Hall of IDACA.

INAUGURATION:

Glimpses of the Inaugural Ceremony of Part-I of the Training Course held at the CLT Training Centre, Bangkok, Thailand.



Classroom Sessions in progress at the Training Centre of CLT in Bangkok, Thailand



Field Study Visits in Thailand:
Participants at the Office of the Cooperative Promotion Department (CPD)



Participants at the Office of the Cooperative Audit Department (CAD)



Participants at the Office of the Association of Asian Confederation of Credit Unions (ACCU)



Participants at the Office of the Ban Phaeo Agricultural Cooperative Ltd.



Participants at the work place of the Ladda Batik at Kohkred (Island) - Batik Art Women Group



Field Study Visits in Chiang Mai Province:

Participants at the Head Office of the Provincial Cooperative Promotion Department



Participants at the Office of the Doi Saket Pattana Agricultural Cooperative Ltd.



Participants at the Office of the Doi Intanont Royal Project Agricultural Cooperative Ltd.



Participants at the Office of the Samoeng Agricultural Cooperative Ltd.



Participants at the work place of the Women Producers Group Hemp Product under Mae Rim Agri. Coop. Ltd.



Participants at the Office of the San Sai Land Settlement Cooperative Ltd.



Participants at the Workplace of the Women Group working under San Sai Land Settlement Cooperative Ltd.



Participants at the Plant of the Chiang Mai Dairy Cooperative Ltd.



Participants at the Office of the Chiang Mai – Lamphun Layer Farmers' Cooperative Ltd.



Glimpses of the Closing Ceremony of Part-I of the Training Course held at the CLT Training Centre, Bangkok, Thailand.



SECTION - IV

INAUGURATION OF PART-II OF THE TRAINING PROGRAMME IN JAPAN

Inaugural Session

The Part-II of the ICA/MAFF (Japan) Training Course of 2019 was formally inaugurated by Mr. Kyohei SUGAYA, Official in-charge of ICA-JAPAN Training Project, Overseas Investment and Cooperation Division, Ministry of Agriculture, Forestry and Fisheries, Government of Japan (MAFF) on 26th February 2020 at IDACA, in the presence of Mr. Hirofumi KOBAYASHI, Executive Director, The Institute for the Development of Agricultural Cooperation in Asia (IDACA), Mr A.K. Taneja, Advisor, ICA-AP, who also addressed the inaugural session. Mr Toru NAKASHIMA, Manager (Training), Ms Eiko OSHITA, Mr Takeshi USUI and other officers of IDACA were also present.

While briefing and introducing the training program, **Mr A.K. Taneja** welcomed Mr Sugaya, Mr Hirofumi KOBAYASHI and other senior officers of IDACA to the inaugural function. Mr Taneja congratulated the participants for completing the first part of the training program held in Thailand. He also conveyed his sincere gratitude to MAFF, Government of Japan, for their valuable contribution to the development of agricultural cooperatives in Asia. He mentioned about the longstanding collaboration among ICA, JA-Zenchu and IDACA.

Mr Kyohei SUGAYA, Official In-charge of ICA-JAPAN Training Project, Overseas Investment and Cooperation Division, MAFF, Japan, welcomed the participants. He further said that Agricultural Cooperatives play a key role in Food Value Chain. Food Value Chain is a series of activities that connect value addition at each stage from agricultural production, manufacturing, processing to distribution. Developing Food Value Chain will give additional value at every stage from production to consumption, such as to farmers, food manufacturers, distributors and consumers.

To promote the export of Japanese food and food-related infrastructure, and to assist the economic growth of developing countries through the investments by the Japanese food industry, MAFF finalized a "Global Food Value Chain Strategy" in 2014. Under the strategy, the bilateral dialogue on agricultural policy between Japan and developing countries have been held to assist building Food Value Chain. MAFF is now reviewing the Strategy to further increase its effect.

JAs (Japan Agricultural Cooperatives) deal in comprehensive services. JAs strongly support Japanese agriculture system, forming nationwide networks from local cooperatives to central organizations. I think the participants will learn many roles and activities of JAs and understand as to how JAs contribute to FVC in Japan through farm products marketing and various distribution businesses.

He wished that this training course would be successful and fruitful for all the participants. He also appreciated the cooperation and role of ICA-AP, IDACA, JA-Zenchu for successful implementation of this training program.

Mr Hirofumi KOBAYASHI, Executive Director, IDACA, extended a warm welcome to all the participants and wished them a comfortable stay in Japan. He also thanked Mr Kyohei Sugaya for attending the opening ceremony despite his busy schedule and the long distance from the Ministry to IDACA. He also told the participants about the outbreak of coronavirus in most of the Asian countries. So he advised the participants to follow the instructions of IDACA staff to save from coronavirus, for example, wear a mask, wash hands, follow the coughing manner, and do not stay in a crowded place for a long time.

He also briefed the participants about the situation of agriculture and agricultural cooperatives in Japan. As of January 1, 2020, there are 604 JAs or multi-purpose agricultural cooperatives at the local level. The total number of individual farmer members, who are called "regular members", accounts for 4.22 million – a decrease of 0.6% from the previous year. The number of associate members, who are non-farm residents and utilize JAs businesses, accounts for 6.14 million – an increase of 0.2%. In sum, the total number of members is 10.35 million individuals – a decrease of 0.1% from the previous year.

Regarding the business performance of agricultural cooperatives, as of the first half of the FY 2019 that

ended on September 30, 2019, the amount of savings increased by 1.0% to compare with the figure of the previous year; loans increased by 0.6%; long-term insurance holdings decreased by 2.9%, purchasing turnover decreased by 0.2% and marketing turnover decreased by 1.7%. Consequently, the gross profit has continued to decrease since 2003, and it decreased by 2.4% in FY2019 compared with the figure for the previous year. Regarding the agricultural situation, the average age of Japanese farmers is 67.0 years. The number of farmers accounted for 1.754 million as of February 2015, which number was decreased by 298 thousand persons or 14.5% decrease to compare with those in 2010. In this situation, Mr Toru Nakaya, President, JA Zenchu, stressed that it was critical to figure out basic agricultural policy focusing upon food security when the Government was to figure out a new “Basic Plan for Food, Agriculture and Rural Societies” next month, which is reviewed every 5 years. He underlined too that specific policy measures should be prepared to strengthen capacity to produce food. More specifically, he called for policies to support family farmers and farmers with less favoured production conditions, such as those in hills and mountains.

Mr Kobayashi believed that the participants, during their stay in Japan, will learn more from their perspective together with what they learned in Thailand, will certainly help them to draft a project proposal to strengthen cooperative movement in their respective country.

He advised all the participants to study hard and enjoy their stay at IDACA. He wished all the participants best achievement through this training course.

Part-II of the program was conducted in Japan and held in collaboration with the IDACA. Class-room teachings, field study visits and orientation on various aspects of the development of agricultural cooperatives in Japan were arranged by IDACA.

The program included the following components:

- The practice of Japanese Agricultural Cooperatives on-farm guidance, joint collection, shipment, safety and improvement of the quality of farm products;
- Business management methods of the Japanese Agricultural Cooperatives;
- Direct interaction with agricultural cooperative leaders and farmer-members.

Before the technical sessions, on day one, the participants presented their country reports and shared the important data relating to agricultural cooperatives in their respective countries with each other. A gist of their country reports is as follows:

BHUTAN

The total area of Bhutan is 38,394 sq. km; its cultivated area is 76,706.5 hectares; its total population is 734,374 persons, Farming population = 227m187 persons; No. of Farm Households = 158,513. Total GDP = 2.84 Billion US\$; GDP per capita = 3109 US\$; the contribution of the agricultural sector in GDP = 122 million (4.3%).

Major crops: Potato; paddy; Maize; Milk; and eggs.

Issues & challenges

- Farm labour shortage;
- Labour intensive;
- Crop damage by wild animals;
- Scattered pocketed settlements and fragmented land holdings;

- Inability to benefit from economies of scale;
- Difficult terrain and expensive transportation of farm products;
- Water scarcity;
- Changing land use;
- Rough terrain;
- Poor soil quality;
- A limited number of arable lands;
- Inadequate irrigation; and
- Poor infrastructural development.

There are 79 cooperatives in the agriculture sector and 496 Farmer Groups. Their total membership is 7,607 and the total number of employees is 2,215.

CAMBODIA

Cambodia is located in South East Asia. Its total area is 181. 035 Km². It shares borders with Thailand, Laos and Vietnam. It has a tropical monsoon climate. Its cultivated area is 3.2 million ha; Average farm management area = 01 ha; total population = 16.00 million persons; Farming population = 12 million persons; No. of Farm Households = 4,410,000; Total GDP = 24.57billion US\$; GDP per capita = 1,529 US\$; GDP in agriculture sector = US\$ 5.4 billion US\$. Contribution of Agricultural Sector in GDP = 22.01%.

In Cambodia, there are 1190 Multipurpose Agricultural Cooperatives, which have 140,051 members and 9,752 employees.

Major crops: Paddy; Cattle; Buffaloes; Pigs; Ducks and Chicken.

Issues & Challenges in the Agricultural Sector

- Lack of human resources in the field of cooperative at both Government institution and Cooperative society;
- Limited cooperative promotion institution (currently only office level)
- Cooperative leaders and Supervisory Committee have limited knowledge to run the cooperatives' businesses;
- Most agricultural cooperatives lack fundamental infrastructures such as working offices, warehouses, and marketing facilities to run businesses;
- There is no institutions and Cooperative training centres to educate and build the capacity of Cooperative leaders, as well as members of new established Agricultural Cooperatives;
- Farmers lack working capital to purchase share to participate in Agricultural Cooperatives;
- MAFF has limited financial resources to support the Cooperatives;
- There is no financing institutions or banks providing loan directly to Agricultural Cooperatives;
- Lack of donors to support Agricultural Cooperatives in Cambodia;
- Most of ACs have limited capacity in leadership and management, marketing strategy and financial management;
- Most ACs is poor in making a good business plan;
- Concepts of Agricultural Cooperative are not yet well understood by the farmer;
- Most ACs lack physical infrastructures e.g. post-harvest facilities, processing and marketing facilities;
- Lack of Market (Low price)
- To get the knowledge is lately (old persons).

KYRGYZ REPUBLIC (KYRGYZSTAN)

Kyrgyzstan is located in Central Asia. It has a total land area is 199,900 Km². Its cultivated area is about 1.2 million ha. Average farm management area = 1,081 million ha. Its total population is 6,500,000 persons. Its Farming population is 482,700 persons. Its No. of Farm Households are 333,000. Its total GDP is 8.093 billion US\$; GDP per capital = 1220 US\$; GDP in Agricultural sector = 946.8 million US\$; Contribution of agriculture sector in GDP = 11.7%

Major crops: Egg; Wool; Potato; Meat and Milk.

There are several important crops and livestock products which are not shown in the above table. The most important are barley and corn. These crops grow very fast and can give the harvest each year. Secondly, it is vegetables and fruits, which can be found in every village in the countryside. Almost every rural household engages in their production.

Rice and cotton are very important products in the South of the Republic. Talas province located in the western part of the country is well-known for the production of beans that are exported to 19 countries. There are 57 companies which are engaged in beans processing. Among livestock production, eggs, meat and wool should be mentioned in this report.

Issues and Challenges in the Agricultural Sector:

- lack of sustainable and timely supply of quality products in the right quantities lack of funding, access to services;
- lack of sustainable benefits for farmers when joining cooperatives;
- the imperfection of legislation in the field of co-operation;
- poor understanding of the principles of cooperation and the benefits of cooperation in the sale and delivery of products;
- the lack of qualified specialists who are capable of professionally engaged in the organization and management of cooperatives;
- in the government bodies of state and municipal authorities, there is an insufficient number of specialists who own methods and tools for the development of cooperatives;
- lack of qualifications of cooperative managers to advise members of cooperatives;
- lack of state support, a training system for cooperation and accessible information about the benefits and nature of cooperation;
- difficulties in marketing products;
- lack of machinery and equipment, marketing;
- overproduction of certain types of culture;
- difficulties in producing large volumes and lack of storage, etc.;
- lack of knowledge and understanding of cooperation, principles of cooperation.

These indicators signal the need to take tough and immediate measures to support cooperatives because cooperation plays an important role in strengthening the economy, competitiveness, improving business conditions and creating incentives for the growth of marketable products.

- Cooperatives Union of Kyrgyzstan – (CUK) - Date of formation – 2007
- Number of members - 220
- CUK mission – set up cooperation principals in all cooperatives, the lobby of cooperatives interests.
- CUK strategic goal – the establishment of stable cooperation system in Kyrgyzstan. It leads to eradicate poverty and improve the wellbeing of the rural population.

Lao PDR

Lao PDR shares its borders with China, Myanmar, Thailand, Vietnam and Cambodia. Total land area: 236,800 Sq.km; Land: 230,800 sq.km; Water: 6,000 sq.km; Agricultural land 10.6%; Forest land = 67.9%; Irrigated land = 3,100 sq.km; Agricultural land: 10.6%; Forest: 67.9%; Other land: 21.5%. It has 931,000 households. Lao PDR has 17 provinces and 1 capital – Vientiane. It has 148 Districts; 8,464 villages; Population: approximately 7 million persons. It has Farming population: 5,785,792; Non-farming population: 1,446,448;

Total GDP: 18.13 billion US\$; GDP per capita: 2,457; GDP in agricultural sector: 4.89 billion \$; Contribution of GDP in agricultural sector: 27%.

- 80% of the Lao population live in rural areas.
- Per capita, gross domestic income is about US\$2,468 annually (2017)
- In 2017, the economic growth rate of GDP was 6.9%: Agriculture = 16.2% of GDP.

The main crops are – Rice, Cassava, Rubber, Raw coffee, Banana.

Issues and Challenges in the Agricultural Sector:

The marketing of agricultural products is limited to the greater Mekong sub-region, resulting in significant variation in market prices between northern, central and southern provinces, such as regionally unbalanced markets are created by key factor principally:

- Difficulty to organize farmers in groups (legal framework still unclear, powerful private commercial interests, lack of understanding from both farmers and extension staff)
- Linkages between agribusiness and farmers do not exist (farmers or companies don't respect contracts)
- a paradigm shift for agricultural extension organization to require the market and quality standards are still to be Certified
- Farmers have low access to information, technology (on-farm process) and knowledge about finance, market, labour and land (land titling and mapping is in progress and needs to be continued).
- The organization to establish a working agricultural cooperative has just established in early 2013.
- Developing the legal documents relating to establishing agricultural cooperatives.
- The extension staff lack of knowledge on agricultural cooperatives.

NEPAL

Total land area = 147,181 Km²; cultivated area = 33,64,139 ha; Average farm management area = 0.24 ha
Total population = 29.3 Million persons; farming population = 191,59,8000 persons; No. of farm households = 3,831,093; Total GDP 14030 Million US\$; GDP per capital = 1034.118 US\$; GDP in agriculture sector = 1830 Million US\$; Contribution of Agricultural Sector in GDP = 28.7%.

Major crops: Paddy, maize, wheat, millet, goat.

Issues & Challenges in the Agricultural Sector:

- Traditional Farming
- Lack of Proper Irrigation System
- Lack of Transport and Market
- Unscientific and undemocratic distribution of Land
- Over Pressure of Manpower
- Poor economic conditions

- Lack of Research
- No real land ownership of farmers.
- No proper and adequate use of technology, agricultural inputs, fertilizer etc.
- High Production Cost and no fair price
- Lack of mechanization, technical and market intelligence to support farming.
- No Subsidy for seeds, fertilizer and technology
- Farming guidance/consultancy is almost nil
- No subsidized interest on the loan to the farmers

Agricultural Cooperatives are organized as per the cooperative Act 2074. Agricultural cooperatives are organized in both forms, such as single and multipurpose. Fruits and vegetables, agriculture, dairy, livestock, beekeeping, herbal, tea, coffee, sugarcane, citrus etc. are established as single-purpose cooperatives. Nepal has 17,778 Multi-purpose Agricultural Cooperatives, having membership of 25,32,487 and 20,872 employees.

SRI LANKA

Sri Lanka is an island in the Indian Ocean South-East of India. Its total land area is 65,610 Km². Cultivated area is 4,339,404 acres; Total population (2018): 21,670,000 persons; Farming Population (2016-17): 8,146,182 persons; No. of Farm Households (2016-17): 2,136,551; Total GDP (2018): 88.9 Billion US\$; GDP per capita (2018) = 4,102 US\$. GDP in Agricultural sector in GDP (2018): 12.7 Billion US\$; Contribution of Agriculture in GDP = 7.00%. The total population of Sri Lanka is 21.4 million.

Major Crops: Tea; Paddy; Rubber; Coconut; Also, there are some minor export crops cultivated in Sri Lanka. They are Cocoa; Cinnamon; Milk; Eggs; Chicken; Pork; Mutton; etc; There are 644 Agricultural Cooperative Societies in Sri Lanka. Out of which, 176 are Tea, Coconut, Rubber Cooperatives; 278 cooperatives are engaged in milk production; 93 are Animal Husbandry cooperatives and 97 are based in Agriculture and effective villages.

In all, there are 1,631 registered cooperatives in Sri Lanka, having a total membership of 325,551 and a total number of employees working in cooperatives is 1,049.

Issues and Challenges in the Agricultural Sector:

- Pest attacks became a major issue in vegetable cultivation, and measures are required to address this issue to protect the farmers and the consumers, as well as to increase the sustainability of the sector.
- Due to poor planning in the cultivation of fruits and lack of awareness, contribution to national development by fruit production remains low. Increasing the effectiveness of fruit cultivation, ensuring the quality of products and meeting market demand for fruits with better awareness among farmers on ground conditions are key issues that need to be addressed in developing this sector.
- The share of agriculture in GDP is around 7.8 per cent although the sector provides livelihood and security to 32 per cent of the population. This is a serious mismatch. The Government, on its part, has re-introduced the fertilizer subsidy program to help the farming community. However, the subsidy schemes will not make our farmers prosperous though they may save them from suicidal deaths.
- Almost every year natural disasters, such as floods, droughts and wild animals challenge agricultural production. Such natural events and disasters can be devastating to farmers and their families.
- The biggest impediment to agricultural development is not at the policy level; the government often comes up with good policies, the flaw is at the implementation level. Another impediment faced by the agricultural sector is the weak functioning of our agricultural research and development programs. It appears, many research programs are confined to laboratories and do not adequately reach the farmlands.

- The solution lies in the restructuring of the entire agricultural system, including the education, because the infection here is not a localised one to treat on the spot; it is systemic. It is time the Government seriously considered that its agriculture policies should change from farming-centric to farmer-centric. It makes a big difference to farmers.
- Sri Lanka's agriculture sector today is dualistic, comprising an export-oriented plantation sector and a domestic food crop production sector. The matters about the Plantation Sector are more technical and trade-oriented, whereas those relating to the food crop sector are a more complex mix, with technical, social and political dimensions.
- Sri Lanka still imports a variety of agricultural products and food, including wheat, lentils, sugar, fruit, milk, and milk products. The importation of food and beverages increased by almost 9 percent in 2017. It is regrettable that even after 70 years of independence, Sri Lanka does not have a sustainable agricultural policy.
- The major factors, which need focus in any reform effort, relevant to the sector are, eradication of poverty, food security and sound ecosystem management. Among reforms that should be given attention are policies regarding, land, irrigation, technology transformation, marketing, and climate change.
- Sri Lanka has a liberal economic environment. Therefore, agriculture reforms should be directed towards transforming traditional subsistence agriculture to one which maximizes productivity.

The following technical topics were covered under the above components at IDACA:

- Agricultural Cooperative System in Japan – History, Organization and Business;
- Organization and Business Activities of Agricultural Cooperatives in Japan (JA);
- Commodity-wise Group of JA and its Management;
- Farm Guidance Activities of JA;
- Marketing & Purchasing Business of JA
- Case Study on Organizing Agricultural Coops and Marketing by Agri. Coops in Developing countries;
- Marketing Plan of JA;
- Credit Business of JA;
- Legal Framework of Agricultural Coops in Japan – Agricultural Cooperative Act, By-laws;

A brief description of the topics taught at IDACA is as follows: Hard copies and soft copies of the presentations were delivered to all the participants.

1. Agricultural Cooperative System – History, Organization and Business:

by Mr NAKASHIMA Toru, IDACA.

At the outset, Mr Nakashima explained the features of “Japan Agricultural Cooperatives – JAs – (i) originated from Unique Japanese agriculture and rural communities; (ii) Developed into multi-purpose cooperatives; (iii) Pre-war Cooperatives, called Industrial Cooperatives, conducted various business in single or multi-purpose style. Under this topic, he explained the role of “Shuraku” or “Hamlet” organization. Japanese “Shuraku” or “Hamlet” was a basic factor for organizing farmers into the cooperative. Organizations in “Shuraku” included “production association” etc. as a voluntary organization for agricultural activities = Member organization of Agricultural Cooperative.

He also explained the Industrial Cooperative Law and its background – 1891 Credit Cooperative Law; 1900 Industrial Cooperative Law.

Under Features of “Japan Agricultural Cooperatives, he also touched upon Post-war Cooperative organized by farmers themselves, developed on a rural community basis, developed into a multi-purpose cooperative. Post-war agricultural cooperatives have different features from the industrial cooperatives i.e. tenant farmers

turning to owner farmers through the post-war land reforms to form a more democratic cooperative. Under this, he explained the following topics – How the post-war agricultural cooperatives were organized; Land Reforms -1, 2, 3 and 4. Legal Framework for Cooperatives after World War-II; Type of Agricultural Cooperatives; Single-purpose Cooperative; Multi-purpose Cooperatives and the Members; Membership and Qualification of Members of JA; Organization of Primary Cooperatives; Organization of Multi-purpose Agricultural Cooperatives; Necessity of Group-based activities by the Members of Agricultural Cooperatives; Objectives of Producers Groups; Three-tier System of Agricultural Cooperative Organizations; Businesses of Multi-purpose Agricultural Cooperatives - Economic, social and better-living activities for the residents in the operation area (Production and Economic Activities and Social and Better Living Activities). Main businesses of Multi-purpose Agricultural Cooperatives are Guidance (Farm Guidance, Better Living Guidance); Credit Business (Saving and Loan); Mutual Insurance Business (Life and non-life Insurance); Purchasing Business (Procurement of Production and Materials and Consumers Goods); Marketing Business (Sales of Agricultural Products); Utilization Business (Operation of Joint Use Facilities for the members); Agro-processing Business; and Welfare Business (Health Management, Medical Treatment, etc.); Member Farmers and JA (Guidance and Marketing); Joint Purchasing System; and Facilities operated by Primary Cooperatives.

At the end of his lecture, Mr. Nakashima showed a documentary film on “Business Activities of JAs”.

2. Concepts of Agricultural Cooperative and its legal bases

by Mr Hiroshi Terunuma, IDACA

Mr Terunuma distributed one paper and a copy of Model By-Law of Agricultural Cooperative Society, before his presentation – Concepts of Agricultural Cooperative and its legal bases.

In his paper “Concepts of Agricultural Cooperative and its legal basis”, Mr. Terunuma explained the Characteristics of Agricultural Cooperative; Objectives of Agricultural Cooperative; Regular Member and Associate Member; Members’ Rights and Duties; Relationship between the member and Agricultural Cooperatives; Selection of Business; Types of Agricultural Cooperatives; Management of Share Capital; Statute of Agricultural Cooperative; Bylaw; Eligibility and Election of Directors, Duties of Directors. President of Agricultural Cooperatives; Auditors; Duty of Auditors; Importance of Audit; Procedures for the establishment of Agricultural Cooperative, Union and Business Federation.

At the end of his lecture, he gave 7 exercises to the participants to discuss among themselves and identify the problems. The exercises were on Members’ eligibility; Share capital; Dividend; Loan by using the fund of share capital; Withdrawal of membership; Members’ responsibility; and Responsibility of directors.

3. Distribution System of Farm Products and Marketing/Purchasing Business of Agricultural Cooperatives in Japan

by Mr. Koh HARADA, Ex-Managing Director, JA-Zen-noh.

In this paper, Mr Harada explained the following subjects in detail – Development of the Food System; Value Chain; Supply Chain Management; Purchasing behaviour of Japanese consumers; Change in farm product distribution due to the emergence of the Supermarkets; Break-even point; Management of Supermarket; Numerical Management of all operations – Point of Sale (POS) System; Mechanism of Wholesale Market; Measures taken by Agricultural Cooperatives to distribute Farm Products; Marketing Business of Agricultural Cooperatives in Japan; Expansion of size in livestock farming; Purchasing Business of Agricultural Cooperatives in Japan; New attempt in distribution and marketing of farm products. Also, he explained the historical development of wholesale markets; method of transactions; basic functions of a wholesale market; etc.

4. Experience of Organizing Agricultural Cooperatives and Implementing its Marketing Business in developing countries

by Mr. SATO Chikara, Senior Advisor for Asian Agricultural Cooperatives, JA-Zenchu

After the introduction of the participants, Mr. Sato explained in detail the following topics – (1) What is Agricultural Cooperatives? Why Farmers need Agricultural Cooperatives? What is the difference between Agricultural Cooperatives and Farmers’ Group? Why annual report & business plan are necessary for an

Agricultural Cooperative? (2) Organization of JA Group in Japan – National Level (JA Zenchu; JA Zen-Noh; NorinChukinbank; JA-Zenkyoren); Prefectural Level (Prefectural Union; Prefectural Economic Federation; Prefectural Credit Federation); Main Business of Agricultural Cooperatives – Guidance Service; Marketing & Purchasing Business; Credit Business; Mutual Insurance Business; Municipal Level – there are 607 Multi-Purpose Agricultural Cooperatives in Japan (as on July 2019) and 10.51 million members – Farmers & Residents (as on March 2018). (3) Marketing Business of JA Group – Wholesale Market, Retail shop, and others; Marketing method in general – Direct selling – buying between farmers and traders (without contracts). A farmer has to sell his products at a low price because a farmer has no power to negotiate with a trader. Agricultural Cooperative's Joint Marketing Business in Japan; What is a consignment contract? (4) Joint Marketing Business (JMB) by Agricultural Cooperatives in Japan – Agricultural Cooperative Members establish "commodity wise production group" for marketing products; Consignment contract between members and Agricultural Cooperative; Quality standard by members, by Agricultural Cooperative and by traders; Benefits of Joint Marketing Business; (5) Application of Joint Marketing Business to developing countries – Marketing Business in Sambo Meanchey Agricultural Cooperative, Cambodia. In the end, he gave an exercise to the participants asking as to how to apply and how to implement JMB in your country?

5. Farm Guidance Activities of JAs in Japan – Study of JA Hachioji

by Mr KUROSAWA Keiichi, Regional Promotion Section, Guidance/Economic Department, JA Hachioji.

At the outset, Mr. Kurosawa gave the outline of JA Hachioji. Then he explained in detail the following topics – What is Farm Guidance of Agricultural Cooperatives? He also explained about TAC, which plays an important role in Farm Guidance; Activities of TAC of JA Hachioji; about the new support system for core farmers; about activities for Passion Fruit production and measures taken by JA Hachioji.

Hachioji is about 40km away to the west from the central part of Tokyo. The topographical feature is a basin surrounded by mountains. The north, west, and south are surrounded by hills and the east part is connected to the Kanto Plain. Jurisdiction area is Hachioji City. It has the largest cultivated land area in Tokyo. There is no famous products or local specialities in Hachioji. Hachioji has fertile soil. Anything, including vegetables and fruits, can be grown here. A Passion Fruit Producers' group was established in JA Hachioji to revitalize agriculture in Hachioji and to make passion fruit as a local speciality of Hachioji.

The objectives of Farm Guidance Activities are to help contribute to the development of the regional community through maintenance and expansion of agricultural production in the local area as well as to guide farming techniques and management improvement to conduct farming activities of members efficiently. To increase the quality of farm products and also to upgrade farming techniques of production groups, farm guidance staff and technical advisor provide relevant guidance and information to farmers by making regular visits to farmers. Following are some of the Farm Guidance Activities – Guidance on Management and production techniques; Formulation of the regional plan; Land Consolidation; Organizing groups, like regional hamlet association aimed at making effective use of machines and facilities; Management of organization for production and marketing strategies; and Maintain quality of products at a high level as marketing strategies. Some of the concrete activities to be carried out are – Forecasting of the outbreak of pest and insects; Introduction of new varieties; Introduction of new techniques; Conduct on-site study meeting on cultivation etc., conduct meeting on analysis of soil testing; conduct meeting on management analysis; etc. An important pipeline connecting JA and member farmers is called TAC (Team for Agricultural Coordination). The employees of JA in charge of these activities are considered as TAC. The major tasks of "TAC" are visiting "important customers" for JA group, namely farmers who are playing central roles for developing regional agriculture at present, after 5 years or 10 years, as a "core farmer for regional agriculture" for collecting their requests and voices to reflect in the business of JA group to contribute to the enhancement of business bases of JA group. The main role of TAC is (i) visiting core farmers in the region to hear their opinions and requests and respond them sincerely; (ii) Disseminate various information, which is useful to the management of core farmers in the region; (iii) reflect the opinions of core farmers in the region to improve the business of JA group.

JA receives a report from TAC and takes measures to improve its business. In the end, he advised the participants to always think "what can we do for the core farmers?" and "what can we do for the community?" to improve their standard of living.

6. Case Study of JA Matsumoto Highland - Overview of JA Matsumoto Highland, Nagano Prefecture
by Mr. Hisanobu Koshi, Deputy Manager of Farm Guidance/Marketing Department and Head of Business Development Division;

Mr. Koshi distributed four papers to the participants – (i) Overview of JA Matsumoto Highland; (ii) Marketing Business of JA Matsumoto Highland; (iii) Business Planning for the Marketing Strategy; (iv) Farm Guidance of JA and Improvement of Quality of Agricultural Products in Nagano Prefecture.

First of all, Mr. Koshi gave the outline of JA Matsumoto Highland. This JA is located in the foot of Central and North Alps with the range of elevation from sea level between 600m to 1,000m. This JA covers 2 cities and 5 villages of Nagano Prefecture, namely Matsumoto City, Azumino City Akashina, Yamagata Village in Higashi-Chikuma Gun (county), Asahi village, Omi village, Chikuhoku village, and Ikusaka village. The JA has 32,492 members; 37 Board of Directors and 8 Auditors. It has 778 employees (503 male and 275 female). It has one Head Office and 19 branches.

It has following businesses – Savings (281.99 Billion Yen); Loans (62.44 Billion Yen); Mutual Insurance Policies enforced (831.09 Billion Yen); Marketing turnover (19.42 Billion Yen); Supply of Purchasing goods (11.36 Billion Yen).

JA Matsumoto Highland is the comprehensive production area producing 21 Billion Yen of agricultural products, such as rice, vegetable, fruits and livestock. Especially, in the field of vegetable/fruits and livestock, to increase farmers' income and to develop agriculture in the region, the JA is promoting the dissemination of production technology for stable production for each commodity and joint marketing and joint purchasing activities through the organization of commodity-wise groups in collaboration with farm management department of JA. The JA has 8 groups of vegetable/local speciality products comprising 1,666 members; 3 groups of Fruits comprising 1,353 members; and 4 groups of production material/livestock comprising 32 members.

The marketing turnover of JA at the end of February 2019 was 19.42 Billion Yen, out of that 12.82 billion yen was realized by selling fruits and vegetable and these horticultural products were mainly marketed through wholesale markets and the share was 90%. Agricultural products are shipped after inspection/packaging at each grading centre and shipped to the wholesale markets of Nagano prefecture and Tokyo, Nagoya, Osaka and Fukuoka. Employees who are specially assigned for marketing to wholesale markets will be in charge of the marketing business. To increase the income of producers, JA set up 5 Farmers' Markets to sell commodities which are not possible for wholesale market distribution. Shippers to Farmers' Markets are organized in Direct sale shop Shipper's Association. The number of members in the shipper's association is 1,737 and the annual sales turnover was 1,600 Million Yen.

Farm guidance is placed in an important position to connect the production side and the consumer side (demand). As a structure of farm guidance, qualified farm advisors are assigned at each farm guidance centre in each region and they will engage in the agricultural promotion of the region, production guidance supports for marketing and fostering of commodity-wise groups. The qualification certificates for farm advisors are given by JA Nagano Prefectural Union, based on the standards according to the categories of the union

7. Group Discussions and Presentation on Findings from JA

Anchored by Mr. SATO Chikara, Senior Advisor for Asian Agricultural Cooperatives, JA-Zenchu

The participants were divided into two groups for the discussion session. The topics of the discussions were as follows – (1) What are useful findings and ideas the participants gained during this training program so far, which can be applicable in their Action Plan? (2) Do the participants have any questions they forgot to ask during lectures so far?/Or, any subject(s) they need clarification or additional explanation? (3) Do the participants have any specific subject they want to learn in the latter half of the program? The participants presented their respective group reports after the discussions.

8. Credit Business of Agricultural Cooperatives

by Mr. Kosei Hasegawa, Norinchukin Research Institute Co. Ltd.

Mr. Kosei Hasegawa circulated a paper which contains two main subjects – (i) Credit Business of Japanese Agricultural Cooperatives (JA); and (ii) (Reference) Agricultural Finance System. Under the first topic, he

explained the following sub-topics – Change in Agricultural Structure; the long-term trend of Agricultural production in value of Japan; the long-term trend of agricultural production of Japan; the long term trend of Farm Management Scale on average; etc.

He also explained, “What is Agricultural Cooperative?” – Various types of agricultural cooperatives (Multi-purpose and single-purpose); Members of JA; Organizational Structure of Agricultural Cooperative; various businesses of multi-purpose JA (Farm Guidance; Better Living Guidance; Credit Business; Mutual Insurance Business; Marketing Business; Supplying Business; and other activities); Members and Business of Multi-purpose Cooperatives; Three-Tier System of Agricultural Cooperatives;

In the second part of his lecture, he explained the Characteristics of Credit Business of JA; Linkage among the business activities of JA; JAs Savings and Loans; Trend of Profit Margin of JA Fund Operation; the Roles of Norinchukin Bank and Credit Federation; Structure of operation of funds in 3 tiers JA, Credit Federation and Norinchukin Bank; Creation of the JA Bank System in 2002; Framework of the JA Bank System; Bankruptcy Prevention System; Saving Insurance System; etc.

At the end, he explained the Agricultural Finance System – Necessity of Government Policy-led Assistance to Agricultural Finance; Framework of Policy-based Agricultural Financing System; Development of various measures for agricultural policies; Credit needs of Farmers and Agricultural Policy-based financing; Agricultural Programmed loans; Structure of Agricultural Financing. He also explained briefly the role of Japan Finance Corporation (JFC); Agriculture Modernization Loan; Agricultural Credit Guarantee Insurance Scheme.

9. Case Study of JA Nagano-shi – by Mr. Nakashima Toru, IDACA

First, Mr. Nakashima showed a video on the activities of JA Nagano-shi. Then he explained in detail and answered the questions of the participants.

10. History and Activities of JA Women’s Associations – by Ms. Hiroko TAYAMA, IDACA

After giving some data on women in Japan, Ms. Tayama touched upon the following subjects – Women in the wartime and post-war period – *World War II – Democratization – Land reform; Recommendation of forming a labour union; Liberalization of school education; Liberation of women; Economic democratization.* The first JA’s women group was established around 1948. Main activities of women in early years – Joint Purchasing Activity; Health Care and Hygiene Guidance; Educational and Cultural Activities; Improvement of Dietary Habits; Improvement of Daily Life – Promotion of “Purpose-specific activities”; Joint Utilization Activity. The activities of better living and farm guidance are regarded as two wheels of a cart. In the time of rapid economic growth – (60-s – 80’s), the voice of a woman in a family got bigger.

Organization and members of JA Women Association: Females who have an interest in food, agriculture and living with the base in JA, can become members of the JA Women Association. Not only women farmers but also non-farmers can become members. The organization structure of JA Women Association includes 1 National Council at the national level; 46 Prefectural Councils at Prefectural level and 641 JA Women’s Associations at primary level at Municipality level.

JA Women Association is a platform to (i) cooperate to protect women’s rights and improve the social and economic status of rural women; (ii) to promote the participation of women in JA’s activities to reflect voices of women to the cooperative movement, and take action related to the movement; (iii) to strive to create comfortable local communities with affluence, close contact with each other and mutual help through the cooperative activities involving women.

JA Women’s Association is an organization with the following principles and characteristics to do activities based in the JA, to take over wholesome food and agriculture to the next generation:

1. It is an organization to be operated autonomously;
2. It is an organization for women who have the same will or opinion;
3. It is an organization to increase the fellow, and do activities by the age, purpose and needs of members;
4. It is an organization to contribute to the regional society;
5. It is a politically neutral organization.

Current Activities of JA Women Associations: Activities to promote regional agriculture; Entrepreneurial Activities – Food Processing; Activities relating to contribution to the local community; Activities relating to the promotion of environment – Eco-friendly activities; Activities to increase fellows; Activities to improve skills;

Problems of JA Women Associations and Measures to solve them: *Problems* - Aging and declining number of members; Unproductive activities; Lower rate of participation in the management of JA.

Measures – Establish members' group by age, by purpose; Numerical targets are set by JA group;

11. Promotion of Food Value Chain Development in Developing and Emerging Countries

by Mr. Hiroaki KOJIMA, Director, Overseas and Cooperation Division, International Affairs Dept., MAFF

Mr. Kojima explained the following topics in detail – Concept of Global Food Value Chain (FVC) – *Production-Manufacturing & Processing-Distribution-Consumption*;

Issues of FVC development in developing and emerging countries – *Lack of knowledge and skills among farmers; Poor food processing facilities; Poor storage facilities and transportation system; Increasing consumer demand for safe and secure food; Technologies and know-how of Japanese companies – Farming machine, Plant factory; Advancing food processing; Cold chain logistics; Quality Management system, etc.*

Promoting FVC development through investments by Japanese private companies. *Global Food Value Chain Strategy developed in 2014 – Support overseas business expansion of Japanese private companies that have technologies and know-how useful in developing FVC; Contribute to the increase of farmers' income and the food industry's development in developing and emerging countries; Create a Win-Win situation for all FVC stakeholders.*

The Public-Private Council for Promoting Global Food Value Chain – *The Council has 481 members, as of December 9, 2019 (Private companies = 370 – (Agricultural producer, food manufacturer and processor, distributors and retailers); Incorporated administrative agencies and NPOs = 62 (JICA, JBIC, JETRO, etc.); Academia = 16; Local governments = 26; the Cabinet Office and Ministries = 7. Council Activities – Collect, analyze and share information related to FVC of each country; Discuss issues concerning each country and identify Japanese technologies and know-how useful in developing FVC; Send the public-Private missions to countries for networking and business matching.*

Bilateral policy dialogues with private sectors – *Bilateral policy dialogues for FVC development with 13 countries have been held – Vietnam, Myanmar, Indonesia, Thailand, Cambodia, the Philippines, India, Brazil, Argentina, South Africa, Kenya, Russia, and Uzbekistan; Discuss issues of FVC to be addressed and improvement of investment environment; Establish cooperation programs.*

Outcomes – *ISE Foods (Egg; India); Kameda Seika (Rice crackers; Cambodia); Mayekawa Manufacturing (Refrigeration equipment; Russia).*

Further efforts for FVC Development – *MAFF will continue to promote FVC development in developing and emerging countries through public-private partnership and put more focus on the support the establishment of consortiums of Japanese private companies; Promote the overseas business of local SMEs; Facilitate the overseas expansion of Smart Agriculture.*

12. What's ODA? Official Development Assistance of Japan – by Mr. Hiroshi TERUNUMA, IDACA

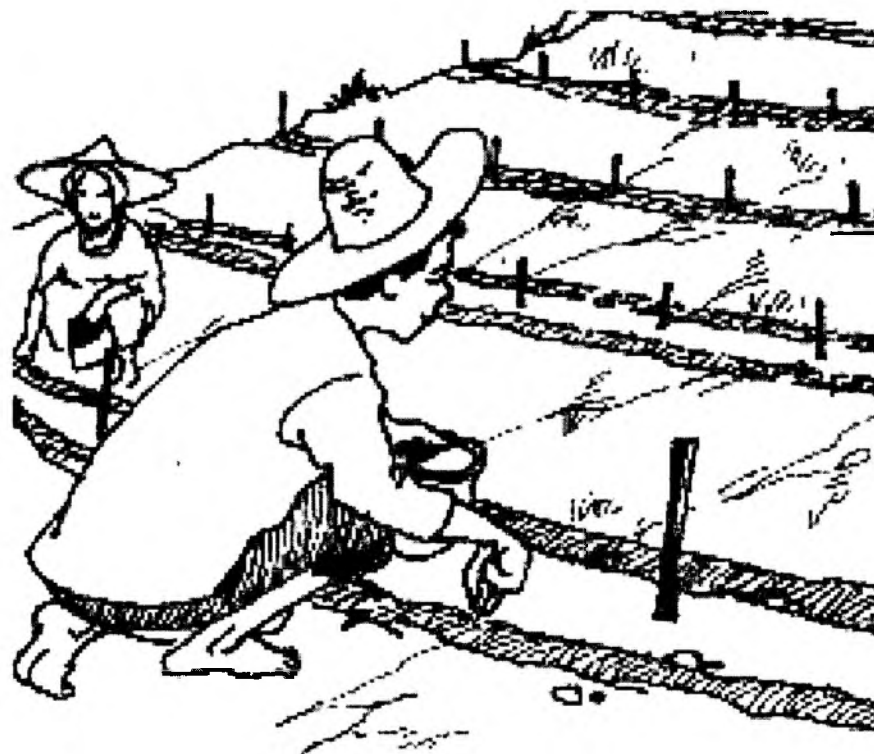
Mr. Terunuma distributed two papers – (i) What's ODA? Official Development Assistance of Japan, which contained the following sub-topics – Knowledge on ODA and JICA; Japan's ODA Policies; and How to formulate a project? His second paper was "Cabinet decision on the Development Cooperation Charter" – dated February 10, 2015. Japan's Official Development Assistance Charter, decided by the Cabinet in 1992 and revised in 2003, has been the foundation of Japan's Official Development Assistance (ODA) policy.

Before explaining the above topics in detail, Mr. Terunuma presented a report, as an example, on his recently concluded assignment as an expert of JICA in Georgia – "JICA Project for Establishing Business Oriented Agricultural Cooperative Model in Georgia".

Under the sub-topic "Knowledge on ODA and JICA", he explained what is ODA? What is JICA? History of JICA; Types of Cooperation – *Technical Cooperation*; *Grant Aid*; *Loan Aid*; Why does Japan extend ODA to developing countries? Japan's ODA Policy; Major contents of the Country Assistance Policy; etc. He also explained as to how to formulate a project and the procedure of Project implementation and what are the important aspects of the project selection?

Interaction/experience sharing with the former participants on Implementation of their Action Plans:

Participants had a chance to interact with the former participants – Ms. Cholpon Kokumova from Kyrgyzstan and – Ms. Chitra from Nepal. They briefed and shared their experiences with the participants over Skype about the implementation of their Action Plans and what were the issues and challenges they faced during the implementation of their Action Plans. The former participants answered the questions of the participants.



SECTION - V

FIELD STUDY VISITS IN JAPAN [Tokyo, Kanagawa and Fukuoka Prefectures]

Field Study Visits in Japan

During Part-II of the Training Course in Japan, study visits were arranged in Tokyo, Kanagawa and Fukuoka Prefectures. But due to the threat of Coronavirus in Japan, the Government of Japan issued some advisories to the citizens of Japan, advising them to avoid crowded places and remain indoors as far as possible. Because of this extraordinary situation, the study visits to Kanagawa and Fukuoka prefectures were cancelled and the participants were requested to cut short their stay in Japan and return to their respective countries on 14th of March 2020 instead of 18th March.

As the participants could not visit Kanagawa Prefecture on 28th February 2020, as scheduled, IDACA arranged an interaction with the officials of JA Yokohama through video conferencing at IDACA.

1. Interaction with leaders/officers of Yokohama Agriculture Cooperative (JA Yokohama):

On 28th February 2020, the participants had an interaction with the officials of JA Yokohama through Video Conferencing. The Executive Director Mr. Shibayama, and Manager of Members' Organizations Mr. Iwazawa briefed the participants.

Overview of JA Yokohama

Yokohama City is located at the eastern part of Kanagawa Prefecture. Because farmlands are mainly created in hilly areas, upland farming is actively conducted in the city. Taking advantage of the favorable location of their farmlands in the urban area, many farmers engaged in vegetable cultivation (outdoor culture and greenhouse culture). Also, various farming is conducted in the city, such as floriculture, garden plant cultivation, fruit production, livestock breeding to name a few. Also, some farmers ship their products to the farmers' market or run tourist farms. Furthermore, the farmland which consists about 7% of the city is not only providing fresh farm produce to citizens but also playing multifunctional roles of eco-friendly agriculture, such as conservation of the natural environment, creation of beautiful landscapes, disaster prevention/maintenance of safe and peaceful livelihood of citizens, provision of a place for the exchange to citizens and provision of a place for school education/welfare.

Establishment of JA Yokohama

Yokohama Agricultural Cooperative (JA Yokohama) came into being as a result of an amalgamation of 5 primary cooperatives, namely JA Yokohama-Kita, JA Yokohama-Minami, JA Yokohama-Chuo, JA Tsurumi and JA Hodogaya, on April 1st, 2003. On April 1, 2015, JA Yokohama made a new start as an agricultural cooperative, which can cater to the needs of JA members and residents by merging with JA Tana, thereby expanding its business area to entire Yokohama city.

Overview of JA Yokohama

JA Yokohama has a total of 68,587 members - 11,706 regular members and 56,881 Associate Members as on March 31, 2019. It has 43 Directors; 7 Auditors; 10 full-time officials and 1,646 employees.

Activities of JA Members' Organizations

JA Yokohama has following Members' Organizations – Branch Group at each Branch office, comprises 13,428 persons; Vegetable Producers' group – 914 persons; Fruit Producers' Group – 228 persons; Garden Tree Producers' group – 333 persons; Bonsai Producers' Group – 25 persons; Flower Growers' Group – 82 persons; Dairy farmers' Group – 16 persons; Beef Cattle Breeders' Group – 6 persons; Pig Farmers' Group – 11 persons; Poultry Farmers' Group – 9 persons; Purpose-wise Groups – Blue Return Taxpayers' group – 2,458 persons; Asset Management group – 1,388 persons; Function-wise Groups – JA Youth Association – 727 persons; JA Women's Association – 4086 persons; Wakaba Group (of JA Women's Association) – 567

persons; Cattleya Group (of JA Women's Association) – 149 persons; Other Group – Tashuke-Ai-no-Kai (Mutual Aid Group) – 260 persons.

Main Products of JA Yokohama

Their main product is vegetable. The total agricultural output of Yokohama City is about 10.1 billion yen, of which 2/3rd is generated from vegetable production (including tubers and roots). This is followed by livestock breeding fruit production, flower cultivation and paddy rice production.

2. Briefing at IDACA about JA Fukuoka Prefectural Union; JA Zen-NOH Fukuren; JA Fukuoka Yame; JA Itoshima; and about Fukuoka City Central Wholesale Market

As the study visit to Fukuoka Prefecture was also cancelled due to the threat of coronavirus, IDACA arranged a briefing session at IDACA itself about the organizations the participants were supposed to visit in Fukuoka Prefecture. Hard copies of Background information for a study visit in Fukuoka Prefecture was also distributed by IDACA to all the participants and a DVD relating to the activities of JA Fukuoka was also shown during the briefing session. A summary of these organizations is given below:

Fukuoka Prefecture, which has 2 ordinance-designated cities, namely Kitakyushu City and Fukuoka City, boasts a population of 5,111,494 people (2,279,079 households). Also, there are 29 cities, 29 towns and 2 villages within Fukuoka Prefecture. These 60 municipalities are divided into 4 areas (e.g. Kitakyushu, Fukuoka, Chikugo and Chikugo) by their geological, historical and economic features.

Fukuoka Prefecture has 81,400 ha of arable land, which consists of 16% of entire prefectural land. A unique feature of Fukuoka Prefecture is that 80% of the arable land is paddy field.

In Fukuoka Prefecture, various fisheries and aquacultures have been conducted in ocean areas, such as Chikuzen Sea, Ariake Sea and Buzen Sea which have different characteristic and in inner water, namely rivers, lakes and swamps.

Forest area of Fukuoka Prefecture is approximately 222,000 ha, which accounts of 45% of the prefectural territory.

Agricultural, Forestry and Fishery Products in Fukuoka Prefecture:

Agricultural products: Kiwi fruits; Persimmons; Figs; Strawberries; green onion; Eggplants; Wheat; Green Tea; EustomaLisianthus; Chrysanthemum; Japanese beef; Hakata-idori (native chicken); Yune-tsukushi (rice); Minori-tsukushi (rice); Genki-tsukushi (rice);

Forest products – Bamboo shoots; Bunashimeji Mushrooms;

Marine products – Buzen Hon Crab; Kanegasaki Tiger Puffer; Oyster; Ippon Yari (One Spear); Fukuoka Ariake Laver;

I. Overview of JA Fukuoka Chuo-kai (JA Fukuoka Prefectural Union):

Currently, there are 20 JAs in Fukuoka Prefecture. The total membership of the cooperatives is 339,210 – (121,435 regular members and 217,775 Associate Members). It had 570 directors and the 7,492 employees till 2015.

JAs operate multi-purpose businesses i.e. credit business, mutual insurance business, purchasing business and marketing business) aiming to realize stable farm management and affluent livelihood of members.

Activities of JA Prefectural Union:(i) Supporting JAs farm management-related plans; (ii) Supporting JAs living-related plans; (iii) Agricultural policy activities; (iv) Public relations; (v) JAs management guidance; (vi) JAs audits; (vii) Training for JAs directors and employees.

Overview of the Education and Training Centre: The Education and Training Centre was established in 1980 by mobilizing the organizational capabilities of the JA Group Fukuoka to perform training and education to develop and train JA directors and employees, and leaders of agricultural and rural organizations.

II. “JA ZEN-NOH Fukuren (Fukuoka Prefectural Headquarters of ZEN NOH)”:

JA ZEN-NOH Group Management Principles – “We, the ZEN-NOH Group are a trusted and reliable bridge linking producers and consumers. JA ZEN-NOH strives for reliability in their three primary roles:

- We support farm management and agricultural lifestyles and strive to promote the development of vibrant producing regions.
- We deliver safe, fresh, domestically produced agricultural and livestock products to consumers;
- We contribute to the preservation of the global environment.

The salient features of their Three-year Business Plan (2019-2021) are as follows – Acceleration of self-reform; Establishing ourselves as brand leader of foods; development of export strategy; establishment of production bases; supports for creating revitalized local community; and strengthening supports for JAs.

Following are the basic policies of Three-Year Business Plan formation of JA Zen-Noh Fukuren – Maintain/Expand Production base; Maintain/expand production base; Expand sales of domestic farm produce and create added value; Strengthen supports for JAs and Initiative for the restructuring of JA Fukuoka Group.

The JA ZEN-NOH Fukuren has 6 Departments; 18 Sections; and 9 Business Offices. It has the following departments – Farm Management Development Dept., Agro-production Dept., Horticulture Dept., Direct Sales Dept., Agro-machinery and Production Material Dept., and Management Dept.

JA Zen-Noh Fukuren has following subsidiaries – Kyushu Kyodo Shokuniku Inc., Fukuoka Life Energy Co. Ltd., Fukuren Inc.

III. Fukuoka Yame Agricultural Cooperative (JA Fukuoka Yame):

JA Fukuoka Yame is located in the southern part of Fukuoka Prefecture bordering Oita Prefecture in the East and Kumamoto prefecture in the South. It covers 2 cities and town, namely Yame City, Chikugo City and Hirokawa town. The total operation area spreads 562.29 Km² and the Mt. Shaka and Mt. Gozen mark the headwaters of Yabe River, which extends over 61 km, connecting to the Sea of Ariake. The eastern and southern regions are mountainous and abundant with nature. The western part is passed through by JR Kagoshima line, Kyushu Shinkansen and Kyushu expressway providing convenience in transportation.

JA Fukuoka Yame was established on April 1, 1996, as a result of the amalgamation of 8 JAs in the area, namely JA Yame, JA Chikugo-shi, JA Fukuoka Tachibana, JA Hirokawa-Cho, JA Hoshinomura, JA Joyo-machi, JA Yabe-mura and JA Kurogi-machi.

Blessed with the natural environment, rice, wheat and fruits, such as mandarin orange, grapes, Japanese pear and kiwifruit, vegetables, such as strawberry, eggplant and tomato, which tops JAs sales, flowers, such as chrysanthemum grown with artificial light and gerbera and tea production is actively carried out. The population and number of households in the area are approximately 130,000 persons and 50,000 households, which account for 26% and 2.2% of total population/number of households of Fukuoka Prefecture respectively.

JA Fukuoka Yame has 27,054 members (10,837 regular members and 16,217 Associate members). Its share capital is 3.4 billion yen. It has 36 BOD and 6 Auditors. It has 957 employees. JA Fukuoka Yame deals in following businesses – Savings – 239.03 billion yen; Loans – 34.02 billion yen; Long-term mutual insurance policy holdings – 833.74 billion yen; Marketing turnover – 25.12 billion yen; Purchasing turnover – 12.66 billion yen; Owned Capital Ratio: 14.07%.

Its main farm produce is as follows – Strawberry (Amaou); Tea; Chrysanthemum grown in a Greenhouse (mainly Yame artificial-light cultured Chrysanthemum); Grapes; Kiwifruit; Mandarin Orange (Mikan); Tomato; Rice; Eggplant;

JA Fukuoka Yame has the following businesses:

Farm Management/Marketing Business – Agriculture Support Centre; Packaging Centre; Wide Area Collection & Shipment Facility; Country Elevator/Rice Centre;

Farm Management/Marketing Business – Agro-processing Centre; Tea Direct Sale Shop “Isshinan”; Environment Centre; Direct Sales Store “Yoran-no”.

Economic Business – A-COOP Stores; SS (Serviced Station – gas station); Agro-machinery Repair Shop; Agri Centre;

Economic Business – Day Care Service Centre; Ceremonial Centre;

Finance & Mutual Insurance Business – The JA has following finance and mutual insurance branch offices– Yame Higashi BO, Yame Kita BO, Yame Nishi BO, Hainuzuka BO, Chikugo BO, Tachibana BO; Hirokawa BO; Hoshino BO; Jouyou BO, Yabe BO, Krogi BO.

Mobil including Vehicle -cum-Finance Store – “Fureai JAFY Vehicle”.

JA Fukuoka Yame Agriculture Support centre for new Entrants in Farming:JA Agriculture Support Centre is engaged in following businesses and activities aiming to foster core farmers in the next generation for the local agriculture and also to maintain and develop the production area of local agriculture:

Agricultural training business; Farm Management business; Promotion activity for understanding agriculture;

Efforts of Packaging Centre – The JA started the Packaging Centre (PC) business from 1999. Generally, each producer packs the harvested agricultural products at home and then brings them to the collection facility. In the case of PC, when farmers bring in agricultural products just after harvesting, JA collectively handles everything from collection, inspection, packaging, wrapping, and shipping. We believe that PC makes great benefits for both producers and consumers.

IV. Itoshima Agricultural Cooperative

JA Itoshima was established in March 1962 as Itoshima District Agricultural Cooperative Merger Promotion Council. In November, Itoshima-Gun Agricultural Cooperative via the merger of 14 cooperatives and 2 federations. In April 1992, its name was changed as JA. It has 17,435 members (regular members = 5,732 and 11,703 as associate members). It has a total of 373 employees. It has the following Member Organizations – Youth Association had 83 members; Women’s Association = 4,400 members. Rice and grain/Livestock – Sake rice = 157 members; Soybean = 32 members; Hog raising = 12 members; Horticulture – Citrus = 90 members; Grapes = 9 members; Strawberry = 112 members; Cabbage = 20 members; Tomato = 9 members; Green spring onion = 6 members; Radish = 4 members; Turnip = 1 member; White Melon = 1 member; Hakata buds = 11 members; Flowers = 139 members; etc.

Basic Principle of JA Itoshima “JA will promote agriculture, which is the industry to sustain people’s lives and contribute to the realization of a prosperous local community.

JA Itoshima Direct Sales Store “Ito-Saisai” – The purpose of Ito-Saisai is to provide farm produce grown in Itoshima area to residents and city dwellers (mainly from Fukuoka City) aiming to increase fans of JA Itoshima through “Local Production for Local Consumption Movement”.

Positioned as a base for food education, which is designed to foster next-generation fans of JA Itoshima.

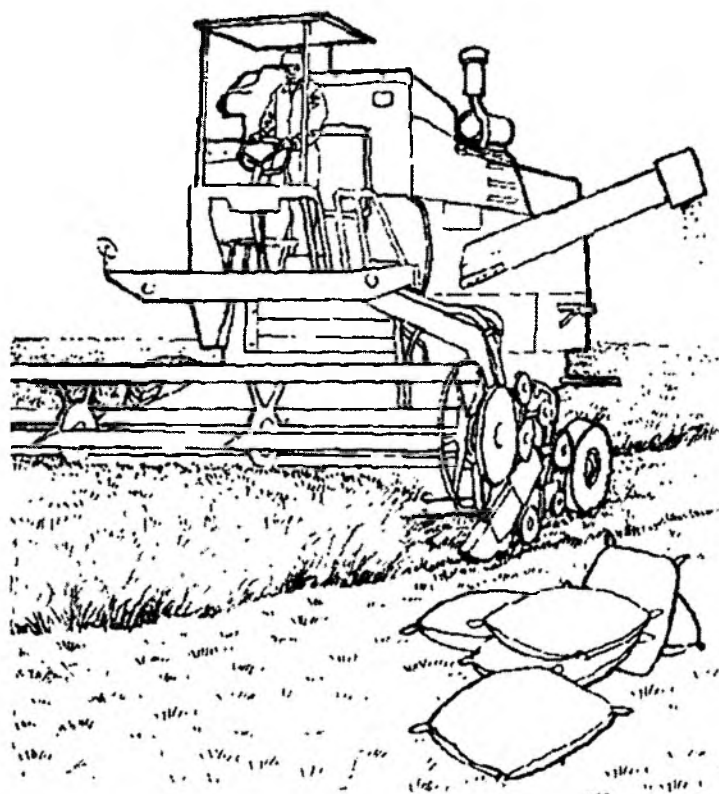
A total number of shippers at “Ito-Saisai” is 1,603 persons (1,047 JAs regular members and 184 associate members). The JA charge its sales commission as 15% on Farm Produce and 20% on Processed Foods and Handicrafts.

V. Fukuoka City Central Wholesale Market:

There were originally three produce markets in Fukuoka, namely the Tobu Fresh Produce, the Seibu Fresh Produce Market, and the old Fruit and Vegetable Market. All three markets were showing signs of age, and the gradual shift in volume to the old Fruit and Vegetable Market had become a major issue. To resolve the problems and better fulfil our role as the produce hub for all of Kyushu, the three markets were integrated into a single new facility in the island City complex.

Fukuoka City Central Wholesale Market has a site area of 149,691 square meters; Wholesale floor: 11,786 square meters (included the temperature-controlled area of 9,946 square meters; Broker floor area is 11,124 square meter; Refrigerated floor area: 6,910 square meter; Wholesalers: 1; Brokers: 35. Its annual turnover is 300,000 tons.

Wholesale Markets in Japan – Following points were explained - Development process of the wholesale market. Definition of a Wholesale Market; Types and criteria of wholesale markets; Commissions charged for marketing; Flow of transactions in a wholesale market; Method of transactions; Basic functions of a wholesale market; Shipping of agricultural cooperatives' products to the wholesale market; Determining a standard of measure; Trends in the rate of products passing through wholesale markets; Trends in the rate of domestic fruits and vegetables passing through wholesale markets; Payment collection for intermediate wholesalers at central wholesale markets; etc.



SECTION - VI

Action Plans Proposed by the Participants

Given the experience gained by the participants through classroom lectures, field study visits in Thailand and Japan, interaction among themselves and based upon their work environment, the participants were able to develop brief outlines of their Action Plans, which they would recommend to their organizations after their return to their respective home countries. These plans were drafted through holding group discussions and on the basis of their discussions with their seniors before joining the Training Course. Brief outlines of their Action Plans are given below:

Name of Country	:	Bhutan
Name of the Participant	:	Ms Tshering Wangmo
Position	:	Chief Marketing Officer
Name of organization:		Cooperative Development Division, Department of Agricultural Marketing and Cooperatives (DAMC), Ministry of Agriculture and Forest, Royal Government of Bhutan.
Title of the Proposal	:	Introducing the system of remittance of share capital by members in the Cooperatives in Bhutan.
Target Group	:	3 cooperatives Involving a minimum of 150 members – one each from Agriculture, Livestock and Savings & Credit;
Target Area:	:	Chang Gewog, Thimphu, Bhutan
Implementing Agency	:	Cooperative Development Division, Department of Agricultural Marketing and Cooperatives (DAMC), MoAF;
Duration of the Plan	:	12 months (July 2020 to June, 2021).

Name of Country	:	Cambodia
Name of the Participant	:	Ms. Korng Sopheara
Position	:	Vice Chief
Name of Organization	:	Department of Agricultural Cooperative Promotion, General Directorate of Agriculture (GDA), Ministry of Agriculture, Forestry and Fisheries (MAFF), Cambodia.
Title of the Proposal	:	Commercialization of agricultural products through Business Plan Development of agricultural cooperatives in Battambang Province, Cambodia.
Target Group	:	52 BOD from 26 vegetable/paddy growers' agricultural cooperatives in Battambang Province, Cambodia.
Target Area	:	Battambang Province, Cambodia
Implementing Agency	:	Office of Department of Agricultural Cooperative Promotion (DACP) and Battambang Provincial Department of Agriculture, Forestry and Fisheries (PDAFF), Cambodia.
Duration of the Plan	:	12 months – July 2020 to June 2021

Name of Country : **Lao PDR**
Name of the Participant : **Mr. Sengphet Chanthasen**
Position : **Head of Cattle Promotion Dept.**
Name of Organization : **Dept. of Agriculture and Forestry, Vientiane Capital.**
Title of the Proposal : **To improve the production and marketing of beef cattle in Sangthong District, Lao PDR**
Target Group : **Two beef Cattel groups, comprising thirty farmers**
Target Area : **Sangthong district, Vientiane Capital.**
Implementing Agency : **District Agriculture and Forestry Office (DAFO), Department of Agriculture and Forestry, Vientiane Capital (PAFO) and Department of Agriculture Extension and Cooperatives**
Duration of the Plan : **12 Months – April 2020 to April 2021.**

Name of Country : **Kyrgyzstan**
Name of the Participant : **Ms. Burul Namazova**
Position : **Head of Sector of the Secretariat**
Name of Organization : **Jogorku Kenesh of the Kyrgyz Republic
C/o Cooperative Union of Kyrgyzstan (CUK)**
Title of the Proposal : **Development of proposals for improving the legislation of Kyrgyzstan on cooperatives.**
Target Group : **All Agricultural Cooperatives in Kyrgyzstan.**
Target Area : **Kyrgyz Republic**
Implementing Agency : **Cooperative Union of Kyrgyzstan (CUK)**
Duration of the Plan : **06 months – April 2020 to October 2020**

Name of Country : **Nepal**
Name of the Participant : **Mr. Suresh Thapa**
Position : **Program Officer, International Relations**
Name of Organization : **National Cooperative Federation of Nepal (NCF/N).**
Title of the Proposal : **Revitalization of Coop Dairy Business in Panauti Municipality for the supply chain management system;**
Target Group : **25 Dairy Cooperative Leaders/Managers of 5 dairy cooperatives and local government representatives.**
Target Area : **Province #3, Kavre, Panauti Municipality;**
Implementing Agency : **District Milk Cooperative Union, Kavre, Nepal.**
Duration of the Plan : **Eight months – May to December 2020.**

Name of Country : **Sri Lanka**
Name of the Participant : **Ms. RidmaTharangani Balagallage**
Position : **Cooperative Development Officer,**
Name of Organization: **Department of Cooperative Development, O/o the
Commissioner of Cooperatives & Registrar of Cooperative
Societies, Govt. of Sri Lanka.**
Title of the proposal : **Development of production & marketing channel for a
Flower Cooperative Society (Lakmal Uyana Development
Project);**
Target group : **1200 Farmer-Members of All Island Orchid and Exotics
Producers' Cooperative Society Ltd.**
Target area : **Pasyala-Gampha District (Business Premises at Kalalpitiya
Division)**
Implementing agency : **Department of Cooperative Development & All Island
Orchid and Exotics Producers' Coop. Society Ltd.**
Duration of the Plan : **12 Months – 1st April 2020 to 31st March 2021.**



SECTION - VII
END-OF-THE-COURSE EVALUATION
SUGGESTIONS AND RECOMMENDATIONS

– A Summary

Introduction

Evaluation and assessment have been a continuous process during the term of the training course. However, at the termination of the training course at CLT/CPD and IDACA, an End-of-the-Course Evaluation Form was designed and given to the participants to obtain their feedback on the total conduct of the program.

Evaluation Objectives

The main objectives of the evaluation were to:

- i. Assess the level of understanding of various aspects brought to the participants;
- ii. Assess the utility and relevance of the training program itself; and
- iii. Enable the ICA to further improve the quality of future training programs.

Summary of the Evaluation

CLT/CPD Module on “Agri-Coop. Business Management, Leadership & Planning
February 02 – 24, 2020

Six participants attending the Course had participated in the Evaluation exercise and returned their Evaluation Forms duly filled in. The Project Coordinator, ICA-AP, compiled the results of the End-of-the-Course Evaluation. Given below is a **summary** of the evaluation:

Rating Pattern: 5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor/No Response

PROGRAMME FEEDBACK

Module Title		Rating [Please tick (✓) in the appropriate column]				
		Excellent [5]	Very Good [4]	Good [3]	Fair [2]	Poor/No Response [1]
1	Use and relevance of the training for you	3	3	-	-	-
2	Program design					
	a) Extent of coverage	4	2	-	-	-
	b) Conceptual framework	4	2	-	-	-
	c) Correlation of my time spent with the learning I had	3	3	-	-	-
	d) The orientation of the course	3	3	-	-	-
	e) Reading material	3	3	-	-	-
3	The overall effectiveness of the program	3	2	1	-	-

Module-Wise Feedback						
1	Historical Development of Thai Coops by Mr Phanuwat Wanraway, CLT	3	2	1	-	-
2	How to organize Coop. By Dr. Asanee Ratanamalai	4	2	-	-	-
3	Cooperative Principles and Coop. Education by Dr. Asanee Ratanamalai	5	1	-	-	-
4	Coop. Development & Legal Basis by Dr Preecha Sittikornkrai/KU	3	3	-	-	-
5	Leadership & Team Building by Dr. Asanee Ratanamalai	3	3	-	-	-
6	Member Participation by Dr. Asanee Ratanamalai	3	3	-	-	-
7	Business Development Planning by Dr Preecha Sittikornkrai/KU	3	3	-	-	-
8	Governance and Management of Agricultural Cooperatives by Dr. Preecha Sittikornkrai/KU	3	3	-	-	-
	Field Visits					
1	Visit to Doi Saket Agri. Coop. Ltd.	2	4	-	-	-
2	Visit to Ban Paew Agri. Coop. Ltd.:	2	4	-	-	-
3	Visit to Samerng Agri. Coop. Ltd. & Visit to Members' Activities	4	2	-	-	-
4	Visit to Intanont Agri. Coop. Ltd. (Royal Project)	2	2	2	-	-
5	Visit to Ladda Batik Women Group	3	3	-	-	-
6	Briefing by CAD to learn Coop. Finance	2	3	1	-	-
7	Briefing at CPD to learn Thai Coops and Role of Government	3	3	-	-	-
8	Visit to ACCU	3	3	-	-	-
9	Visit to Chiangmai-Lamphun Layer Farmers' Coop.	3	3	-	-	-
10	Visit to Women Group Activities under Mae Rim Agri. Coop. Ltd.	2	4	-	-	-
11	Visit to Sansai Land Settlement Coop. Ltd.	3	3	-	-	-

12	Overview of Coops in Chiangmai and case study by CPD.	3	2	1	-	-
13	Visit to Chiang Mai Dairy Coop. Ltd.	2	4	-	-	-
Support Services						
1	Program Office at CLT	2	4	-	-	-
2	Accommodation at Bayoke Boutique Hotel& CLT Hostel	2	4	-	-	-
3	Food at CLT & outside	2	2	2	-	-
4	Accommodation at Chiang Mai	2	4	-	-	-
5	Accommodation at Pataya	2	4	-	-	-
6	The food at Chiang Mai	-	3	3	-	-

Any other comments/suggestions: Some participants made the following comments/suggestions:

1. On Dr. Asanee's presentation – Creative presentation – more practical but needs to be updated in technology;
2. On Dr. Preecha's presentation on Coop. Development & Legal Basis – More academic knowledge; Better to be adjusted in two-way communication.
3. On Dr. Preecha's presentation on Coop. Development & Legal Basis – Excellent academic and philosophical lecture. Sometimes specification is needed.
4. On Dr. Preecha's presentation regarding Business Development Planning – This information I will try to translate into my language and give it to our coops. I hope and believe that these will be useful.

IDACA MODULE: 25 February to 14 March 2020

Summary of the Evaluation:

Program Coverage:

All the 6 participants said the program coverage was **very good**. Some participants had the following comments:

- In general, the training program was prepared at the highest level. I very much appreciate and thank the ICA-MAFF and IDACA for the opportunity to participate in this training. I think that the training program is really designed taking into account the needs and expectations of representatives of the cooperative movement of developing countries and gives them the opportunity to better understand the principles and system of cooperation. Unfortunately, a distorted understanding of the essence of cooperatives is an obstacle to the development of cooperatives in our countries. We are very pleased that the Government of Japan gives our countries the opportunity to take such a wonderful training course and I hope that participants in the course will be able to make a positive contribution to the development of their cooperatives in their countries.

- Although, we were not able to visit the already scheduled place, we are able to learn many things through video conference and lecture. Very happy to know the details of everything
- Very useful learning and lessons to take back home and implement; Competent Resource persons; Good guidance; Only regret is the inability to learn from study visits.
- The course covers wide range of Cooperative chores and dynamism of Japanese Cooperative Movement and Government effort. We learn very big things from small effort of JA to satisfy their farmer's members and provided responsible business to the consumers.

Most Beneficial Subject for you:

Different participants gave different opinions about the subjects that were beneficial. Following were the subjects liked by the participants:

- The basics factor for organizing farmers into the cooperative, Organization management, Role of Organization, the channel for information and marketing business.
- The importance of establishing agricultural cooperative, Low-cost production material, reduce production costs, add a value of produces, creating a business advantage to themselves.
- Farmers' products purchasing system, products chain system and flow of products, Marketing business, purchasing the business to improve business to themselves.
- Making of the marketing plan, farms management plan of producers, Schedule of the business plan, Methods of the marketing plan, Marketing strategy and Linkage between farm guidance and marketing.
- Since I am an employee of the Parliament and I needed to study more about state policy and the legislative part of cooperatives, therefore I focused my attention on these issues during the training.
- During this training I received a lot of new information. It should be noted that the cooperation system is completely different from the cooperative system in my country. All the information presented during the training is completely new and different for me. A detailed explanation of each issue allowed me to understand in a different way the essence of the business of cooperatives. My action plan is aimed at developing proposals for improving legislation. Of course, this requires a more detailed study of the legislation of Japan on cooperatives and it is necessary to study the submitted materials more deeply. Therefore, Mr. Terunuma's lectures were an important part of the training for me. I hope that in the future, when fulfilling my plan, I will be able to consult with him and improve our legislation in the best way.

- **Marketing Plan for Agriculture Cooperatives**

- **Commodity Wise Group formation**

A. Purchasing Channel of JA

- i. Stable supplies of production inputs- fertilizer, agricultural machinery, feed- stuff, as well as high Quality Daily necessities, at the lowest possible price
- ii. JA provides High Quality Materials at lowest price by negotiating with manufactures by taking of bulk ordering

B. Marketing Channel of JA

- i. JA marketing focus is to increase members' profits by selling their products through joint marketing and distribution.
- ii. Unconditional consignment.
 - Value Chain Development of agriculture through bilateral policy dialogue

Any subject(s) to be added or deleted and the reasons?

The replies were:

- All lectures were understandable, detailed and well prepared. I would like the topic of measures taken by the state to stimulate the development of cooperatives at the initial stage of their development to be included and more effectively disclosed in the future. In addition, it would be valuable to receive training on the latest technologies used in cooperatives, cultivation technology (for Leaders of coops). Besides, taxation system also interesting for me to know more detailed.
- Better if it would have also include some practical demonstration and role play sessions.

Presentation by Lecturers (way of presentation and materials, etc.): Most of the participants wrote that presentation by Lecturers was good or very good. Some participants offered following comments:

- I really liked the presentation of the lecturers, the handed out materials were prepared perfectly, the lecturers were well prepared, they were able to answer our questions fully.
- Presentation by lecturer are very impressive. The diverse methodology of different lecturers and bold content, distribution of all materials in colorful text is significant for us. The lectures were really participatory and is based on the practical experience. I really appreciate.
- The way of presentation is really good and creative. The diverse methodology of the lecturer to convenience things is very significant. The open discussion and answering questions by lecturer is very impressive. The materials are well colored and adequate.
- Appreciate the flow of information dissemination/presentations
- Detailed presentations
- Informative learning materials
- Response to queries are clarified with patience
- Extra effort is put to take all requests into consideration.
- Showing and explaining the content of topics were very effective
- Study materials (Notes, Handouts & Booklets) are attractive and well prepared
- Always tried to focus needs of the participants
- Presentation methods are very attractive.

Administration and Management:

1) Management of the Training Course by IDACA:

All the 6 participants said that it was very good. Some comments were offered, as follows:

- Program was well organized
- All the staff members are very friendly and always try to accommodate very well
- Well managed and coordinated
- Handled unforeseen situations with calmness and competence
- Though there were disruptions in the scheduled program due to the covid-19 outbreak, other programs were organized, classes' substituted, video conferences arranged and lecture sessions rescheduled
- The competency of the IDACA staff, the teamwork and the willingness to provide support in any matter is commendable
- Appreciate the transparency of information and management
- Better understanding of participants' needs. Good coordination in cheerful manner is very amazing part.

We feel very comfortable to talk freely with management team. The management personnels are very friendly and always encourage to be safe, sound and sweet. Thank you very much for all this moment.

Facilities : All the participants appreciated the facilities provided by IDACA. "Its is very good. The hospitality and facilities in classroom, kitchen, room and all the premises of IDACA is very good. Laptop lab, laundry and hygen logistics are very impressive. I really appreciate the hygenic attempt of IDACA."

- Home, away from home
- Beautiful environment.
- Proper get together facility in the lobby-For table tennis, discussions, etc.
- Very well managed
- Clean and well maintained facilities
- Clean sheets and towels
- Efficient transportation arrangements
- Excellent facilities in IDACA and the arrangement of rooms, kitchen, bathrooms and classrooms are very well, clean and sanitized. The transportation services and logistics are good."

Meals: All the participants appreciated the food provided at IDACA. Following comments were offered by the participants:

- The food was balanced, tasty and healthy. I love Japanese food.
- Very hygienic and balance diet. Impressed.
- Good and Balanced diet
- Appreciate the system of having to rinse and scrub our own dishes before the final wash (Feels good to be contributing)
- The transparency in fund distribution, especially when we have to buy our own meals is commendable.
- Hygenic, friendly and balanced.

Other Services : Other services like washing, ironing, transportation to station, etc. were appreciated by all the participants. Following comments were received:

- IDACA provide great services for all participants regarding following services
- Health services
- Transportation

Suggestions and requests: Following comments were received from some of the participants:

- I wish IDACA further fruitful work and success in all ongoing programs and projects. I would like to hope that we will continue to cooperate with IDACA and our efforts will lead to the stimulation of the development of cooperatives.
- I am very grateful and hope that in the future, more participants from my country will be able to take part in this wonderful training course.
- Some news channels on TV in English would be nice and keep the participants in the lobby together and updated.
- I would like to request to fill up the unfinished part of training by any means.

SECTION - VIII

CONCLUDING SESSION OF THE COURSE AND AWARD OF “CERTIFICATES OF PARTICIPATION”

The concluding session of the ICA-MAFF (Japan) Training Course-2019 was held at IDACA, Tokyo, on March 13, 2020. The session was attended by Mr. Kyohei SUGAYA, Officer in charge of ICA-JAPAN Project, Ministry of Agriculture, Forestry and Fisheries (MAFF), Govt. of Japan, Mr. Hirofumi Kobayashi, Executive Director of IDACA, including all his senior staff, and Mr. A.K. Taneja, Project Coordinator of the ICA-Asia Pacific, New Delhi.

Mr A.K. Taneja, Project Coordinator, ICA-AP, presented a summary of the Training Course and congratulated the participants on their successful completion of the training course.

First of all, **Mr Khohei SUGAYA** congratulated all the participants on successful completion of this training course and he extended his deep appreciations to Mr Hirofumi Kobayashi, Executive Director of IDACA and his staff and Mr Ashok Kumar Taneja of ICA-AP. He reiterated the objectives of the training course. He regretted that field visits to Yokohama city and Fukuoka prefecture were cancelled due to the outbreak of coronavirus. He hoped that the participants will take some action based on the action plans they made by using the knowledge and experience they gained in this training course and will contribute to the development of agriculture sector and building Food Value Chain in their respective countries. He said that the implementation of Action Plans is essential to continue to secure the budget for this capacity building program. So, he requested the participants to report the progress on their Action Plans regularly to IDACA and ICA-AP. He believed that the implementation of Action Plans would produce good effects on their community. He wished all the best to all the participants and urged upon them to visit again.

Mr Hirofumi KOBAYASHI, Executive Director of IDACA, congratulated all the participants on successful completion of the training course. He said that the participants were away from their respective homes for a long time without any traditional food, but he believed that the participants learned a lot during their participation in this training course. He also regretted that due to the outbreak of the coronavirus, the participants missed the opportunity to visit Fukuoka Prefecture to talk directly with the agricultural cooperative leaders. To compensate that, IDACA invited a senior-level official of MAFF, Mr. Hiroaki Kojima to deliver a lecture on the establishment of the food value chain in Asia. The participants also got an opportunity to listen to the experiences of the ex-participants of this training course, namely from Kyrgyzstan and Nepal. He hoped that both these events will help them to implement their project successfully. He urged upon the participants to keep in touch with each other and with IDACA and ICAAP if they face any difficulty in implementing their action plans.

In the end, he, on behalf of President Nakaya, appreciated MAFF for their kind understanding about the importance of cooperative promotion in the Asian region through this intervention. He also thanked Mr. Ashok Kumar Taneja, Advisor, ICA-AP, for his commitment to lead this training course.

Ms Tshering Wangmo, the participant from Bhutan, extended a vote of thanks on behalf of all the 6 participants. Excerpts of her speech are reproduced below:

“The much anticipated ICA-MAFF (Japan) Training Course on “Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia” is happily concluding. On behalf of all the participants from six countries, I would like to thank the Ministry of Agriculture, Forestry and Fishery (MAFF), Japan, for funding the training, the International Cooperative Alliance (ICA) for organizing and for the excellent coordination of the training course and the Institute for the Development of Agricultural Cooperation in Asia (IDACA), The Cooperative League of Thailand (CLT) and Cooperatives Promotion Department (CPD) for excellent facilitation and coordination of the training.

The lecture sessions, the overall environment and the few visits have broadened our minds and opened our eyes to increasing efficiency in cooperative development and management. We are also made aware of the future courses of action for development and collaboration. Though we missed the field study visit component

in Japan, the coordinators and facilitators did their best to compensate through visual screening, video conferencing and detailed explanation. It is for the first time for all the participants to visit Japan and this training has fully met our expectations, if not more. There are so much learning and good practices that we can implement and strengthen the cooperative movement back home. From drafting laws, strengthening marketing and fund management to capacity enhancement to increasing production efficiency and inculcating good governance measures. This learning opportunity will not be in vain and we whole-heartedly thank MAFF, JA-Zenchu, IDACA and ICA-AP once again.

We assure you that we will try our best to implement our Action Plans during the given schedule and keep in touch”.



The **Certificates of Participation** from ICA as well as from IDACA were awarded to the participants at the end of the concluding session by Mr Kyohei SUGAYA, and Mr Hirofumi KOBAYASHI, respectively. Mr Balasubramanian (Balu) Iyer, Regional Director, ICA-AP, signed the ICA Certificates of Participation while Mr Hirofumi KOBAYASHI, Executive Director of IDACA, signed the IDACA Certificates.

After completing the IDACA part of the training program, the participants left Japan on 14th March 2020 for their respective home countries.

The field study visits in Part-II of the training program in Japan were cancelled, as a preventive measure, due to the outbreak of COVID-19, with the result, the program was cut short in Japan by four days and the participants returned to their respective home countries safely ahead of time.



Opening Ceremony in Japan:
Glimpses of the Opening Ceremony of Part-II of the Training Course held at IDACA



Country Report Presentations by the participants at IDACA, Japan



Classroom Sessions in progress at IDACA, Japan



Classroom Sessions in progress at IDACA, Japan



Classroom Sessions in progress at IDACA, Japan



Group Discussions and Presentation on Findings from JA



Field Study Visits

Briefing at IDACA by the officials of JA Yokohama through Video Conferencing



Briefing at IDACA by Mr. Usui about JA Fukuoka Prefectural Union; JA Zen-NOH Fukuren; JA Fukuoka Yame; JA Itoshima; and about Fukuoka City Central Wholesale Market.



IDACA Party to welcome the participants



Interaction/experience sharing with the former participants on Implementation of their Action Plans



Sightseeing trips in Japan



Participants presenting their Final Action Plans at IDACA, Japan



Closing Ceremony – Distribution of “Certificate of Participation” to the participants at IDACA



**ICA-MAFF (Japan) Training course on
"Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-2019"**

Programme in Thailand

During 02 - 24 February 2020

Bangkok/Pattaya City/Chiangmai Province, Thailand

Dates		Forenoon	Afternoon	Hotels
February 2020				
02	Sunday	Arrival of participants		Baiyoke Boutique Hotel
03	Monday	- Opening Ceremony - Course Orientation by Mr. A.K. Taneja, ICA-AP.	Historical Development of Thai Cooperatives by Mr. Phanuwat Wanraway, CLT	Baiyoke Boutique Hotel
04	Tuesday	Lecture on "How to organize a Cooperative"	Lecture on "Cooperative Principles and Cooperative Education"	Baiyoke Boutique Hotel
		By Dr. Asanee Rattanamaiai		
05	Wednesday	Lecture on "Member Participation"	Lecture on "Leadership and Team Building"	Baiyoke Boutique Hotel
		By Dr. Asanee Rattanamaiai and team		
06	Thursday	Lecture on "Cooperative Development and Legal Bases"	Lecture on "Business Development Planning"	Baiyoke Boutique Hotel
		By Dr. Preecha Sittikornkrai/KU		
07	Friday	Lecture on "Governance and Management of Agricultural Cooperatives" by Dr. Preecha Sittikornkrai/KU	<i>Prepare to move to Pattaya City</i>	Baiyoke Boutique Hotel
08	Saturday	<i>Move to Pattaya City</i>	Pattaya Beach	Asia Pattaya Hotel
09	Sunday	Pattaya City Sightseeing	Move to Bangkok	CLT
10	Monday	National Holiday/Bangkok sightseeing		CLT
11	Tuesday	Visit to CPD	Visit to CAD	CLT
12	Wednesday	Visit to ACCU	Visit to Ban Paew Agricultural Coop. Ltd.	CLT
13	Thursday	Visit to Ladda Batik Group under Pakkret Agri. Coop Ltd	Move to Chiang Mai Province by Thai Lion Air, 22.20 hrs.	CLT/Darley Hotel/Chiang Mai
14	Friday	Overview of Coops in Chiangmai by CPD Chiang Mai Provincial Office	Study visit to Doi Saket Pattana Agricultural Cooperatives Ltd.	Darley Hotel
15	Saturday	Sight seeing		Darley Hotel
16	Sunday	Sightseeing		Darley Hotel
17	Monday	Visit to Doi Intanont Agricultural Cooperative Ltd. (Royal Project)		Darley Hotel
18	Tuesday	Visit to Samerng Agricultural Cooperative Ltd.	Visit to Women Group, member of Mae Rim Agricultural Coop Ltd.	Darley Hotel
19	Wednesday	Visit to Sansai Land Settlement Cooperative Ltd.	Visit to member activities under Sansai Land Settlement Coop)	Darley Hotel
20	Thursday	Visit to Chiang Mai Dairy Cooperative Ltd.	Visit to Farm visit members activities	Darley Hotel
21	Friday	Visit to Chiang Mai – Lumpoon Chicken Eggs Layer (Poultry) Cooperative Ltd.		Darley Hotel
22	Saturday	Move to Bangkok by train at 17.00 hrs.		
23	Sunday	Arrival of Bangkok at 06.15 hrs. and farewell dinner		CLT
24	Monday	Closing Ceremony	Prepare to leave for Japan by TG 642 at 22.50 hrs	CLT

**ICA-MAFF (Japan) Training Course on
“Fostering Leaders for Management and Development of
Agricultural Cooperatives in Asia in FY-2019”**

Program in Japan

Thailand : 2nd to 24th February 2020 (23 days)

Japan : 25th February to 14th March 2020 (19 days)

		Forenoon (9:30~12:00)	Afternoon (1:30~4:00)	Stay
Feb. 25	Tue.	Arrival of the Participants/ Orientation	Presentation of Country Report by the Participants (Bhutan, Cambodia & Kyrgyzstan) ➤ Instruction & Interview for preparing Action Plan	IDACA
26	Wed.	7:45 Leave IDACA ➤ From 8:30 : Health Checkup of at “Sagamihara Kyodo Hospital” (JA Group’s Hospital)	Presentation of Country Report by Participants (Lao PDR, Nepal & Sri Lanka) ➤ From 16:00 : Opening Ceremony	“
27	Thu.	L: Historical Development of Agriculture & Agricultural Coops in Japan (Mr. Nakashima, IDACA)	L: Organization and Business of Agricultural Coops in Japan (JA) (Mr. Nakashima, IDACA)	“
28	Fri.	L: Case Study of JAs using DVDs (Mr. Nakashima, IDACA)	L: Remote Lecture on Overview of JA Yokohama and its Member Organizations	Kanagawa Prefecture
29	Sat.	Sightseeing in Kanagwa pref.	Continue	IDACA
Mar. 1	Sun.	Free	Free	“
2	Mon.	L: Legal Framework of Agricultural Coops in Japan ~ Agricultural Cooperative Act, By-law (Mr. Terunuma, IDACA)	Continue	“
3	Tue.	L: Marketing & Purchasing Business of JA (Mr. Harada, Former Managing Director of ZEN-NOH)	Continue	“
4	Wed.	L: Case Study on Organizing Agricultural Coops and Marketing by Agri. Coops in Developing Countries (Mr. Sato, JA-ZENCHU)	L: Farm Guidance of JA (Mr. Kurosawa, JA Hachioji)	“
5	Thu.	L: Marketing Plan of JA (Mr. Koshi, JA Matsumoto High-Land)	Continue	“
6	Fri.	D: Group Discussion and Presentation on Findings from JA	L: Credit Business of JA (Mr. Hasegawa, Norinchukin Research Institute Co., Ltd.)	“
7	Sat.	Sightseeing in Kanagwa pref., Shizuoka pref. and etc.	Continue	Shizuoka Prefecture
8	Sun.	Sightseeing in Shizuoka pref. and etc	Continue	IDACA
9	Mon.	L: Explanation of Study Visit in Fukuoka Pref. using study materials and DVDs (Mr. Usui, IDACA)	L: Case Study of JAs using DVDs (Mr. Nakashima, IDACA)	“
10	Tue.	L: Activities of Women in Rural Areas ~ JA’s Women’s Associations (Ms. Tayama, IDACA)	L: Food Value Chain of Japan and relevant Government Policies (Mr. Kojima, Counsellor, Ministry of Agriculture, Forestry and Fisheries)	“
11	Wed.	L: ODA of Japan and JICA Projects (Mr. Terunuma, IDACA)	L: Teleconference with Ex-participants	“
12	Thu.	Individual Interview ➤ Preparation of Action Plan	Cont. ➤ Submission of Action Plan	“
13	Fri.	Presentation of Action Plan	Evaluation, Closing Ceremony	“
14	Sat.	Departure of the Participants		

**ICA-MAFF (JAPAN) Training Course on
“Fostering Leaders for Management and Development of
Agricultural Co-operatives in Asia-2019”**

List of Participants

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3rd ICA-MAFF (Japan) Training Course on 'Fostering Leaders for Management and Development of Agricultural Cooperatives in Asia-2019'



Thailand – Japan: February 02 to March 18, 2020



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**International
Co-operative
Alliance**
Asia and Pacific

The INTERNATIONAL COOPERATIVE ALLIANCE [ICA] is an independent non-government association that unites, represents and serves the co-operatives worldwide. Founded in London on 18th August 1895 by the International Co-operative Congress, the ICA, is headquartered in Geneva. ICA

is a member-based organization with national and international co-operative organizations in 109 countries. ICA's four offices in Africa, the Americas, Asia and Pacific and Europe, together, serve more than 311 member organizations, representing one billion co-operative members around the world.

The ICA-Asia and Pacific Office is operating from New Delhi since 1960, serves 107 national level organizations from 33 countries, representing over 500 million cooperative members. Main activities include: Coordination of co-operative development efforts within the Region and promotion of exchange and experiences; Project identification, formulation and evaluation; Promotion of establishment and development of national cooperative apex organizations; and Organization of seminars, conferences and technical meetings on specific subjects including support for programs aimed at the involvement of women and youth in cooperative activities.

The ICA enjoys Category-I Consultative Status with the United Nations Economic and Social Council [UN/ECOSOC] and has active working relations with UN and other international organizations.



IDACA

The INSTITUTE FOR THE DEVELOPMENT OF AGRICULTURAL CO-OPERATION IN ASIA [IDACA] was established on July 8, 1963 with funds raised among agricultural co-operatives, led by Central Union of

Agricultural Co-operatives of Japan (JA-Zenchu) and also with the support of the Government of Japan.

The Institute, established on the basis of the recommendations of the First Asian Agricultural Co-operative Conference held in Tokyo in April 1962, imparts training to overseas agricultural cooperators.

During the last 50 years, the IDACA has trained about 5,900 participants from 115 countries drawn from Agricultural Co-operative Movements and Governments from different countries of Asia, Latin America and Africa. It has active collaboration on technical assistance programmes with the ICA Asia and Pacific.



THE CO-OPERATIVE LEAGUE OF THAILAND [CLT] is the apex organization of cooperative movement in Thailand. It is a non-profit organization with the main functions to promote and develop all co-operative affairs throughout the kingdom. It was established under the Cooperative Act on 26 February 1968. By the Co-operative Act, the CLT comprises of all 7 types of co-operatives. The CLT is governed by the Annual General Assembly of the representatives from all co-operative members. The number of representatives shall not be less than 300 representatives. The General Assembly elects

14 board of directors. There are 7 representatives nominated by 7 national federations and 7 persons are elected at the General Assembly. The term of office of the Board is 4 years. Board Members are elected for not more than two consecutive terms. The Executive Director acts as Secretary to the Board. According to the Co-operative Act, the Co-operative League of Thailand shall have its income from members' subscription, which all co-operatives allocate annually @ 5% of net profit but not more than 10,000 Baht. There may have other income from the Government as subsidy, from international donors, donation and business surplus from the training center.



COOPERATIVE ENTERPRISES BUILD A BETTER WORLD

